UNIVERSITY
OF GÄVLE

FACULTY OF EDUCATION AND BUSINESS STUDIES
Department of Business and Economics Studies

Employees' motivation in post-Merger phase: The Case of Premo and Bring Citymail, Sweden

Ufra Nasir & Adil Riaz

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Supervisor: Assistant Professor Daniella Fjellström
Examiner: Assistant Professor Maria Fregidou Malama

ABSTRACT

Aim: The aim of our research is to explore and narrate the post- merger effects on employees' motivation and effective managerial role for the motivation management in the staff in Post-Merger Phase.

Methodology:The research is qualitative and covers both,the managerial and employees'approach through application of Herzberg (1966) motivational theory to assess certain changes in employees' motivation level during the Post-Merger phase. Primary data is sourced from face to face interviews of respondents and narrated in empirical findings. Analysis and conclusion are derived on the basis of the State of Art theories.

Conclusion: Merger affects the employees' motivations by ignoring their motivational factors, communication and information sharing management .Managerial role is important to answer the employees' job insecurities and maintain the level of their motivation effectively. Optimum employees-organization relationship can be secured through effective information and communication management for the success of corporate objectives and employees' satisfaction.

Contribution: The research greatly contributes towards knowledge in management studies and relevant information is useful for business management students, managers, and Merger implementing management about certain aspects of consequential organizational changes and motivational factors of the workforce.The repeated research to periodically observe the staff's motivation and effective managerial implements can enhance in-depth knowledge of potential effective remedies especially for new and possibly merging organizations. Through such kind of research works, Merger failure rate can be reduced and overcome gradually that result due to employee's diminishing motivations at workplace and management's' failure to take cognizance of Post-Merger changes in employee's behaviour

Key Words: Merger and Acquisitions Merger Post- Merger Integration Motivation Employees Managerial strategies

List of abbreviations

Merger and Acquisition	M & A	[ENG]
Branch Manager	BM	[ENG]
Unit Manager	UM	[ENG]
District Shipping Coordinator	Dist.SC	[ENG]
Filialforstandare	FF	[SWE]
Fast Moving Consumer Goods	FMCG	[ENG]

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1. Introduction Chapter

The first chapter of research comprises background, introduction, definition, scope of Merger, delimitation and research segments. Research aim and scope are described by referring previous academic research.

1.1 Background

In the era of globalization Merger and Acquisitions [M&A] are proved as effective business strategy for entering in the international business market particularly for medium and large multinational corporations. Moreover, these are the successful revival strategies and remedies for recovering from the business failure and economic recessions (DePamphilis, 2009, p .4 & p.9). Nevertheless, the attempt of Merger is a debatable decision considering the objectives and consequences of an organization. Academic research is focused on multi aspects of business mergers to achieve various synergies based on certain business motivations. Employees are internal stakeholders (Freeman, 1984) and management teammates though are least participative in organizational decision-making process. They are essential participants in M&A integration and operations being the workforce despite top managerial hesitation or incapability to discuss potential business adjustments with their staff. (Mirvis & Marke, 1986)

Incessant rapid business transformations, increasing corporate rivalry and market segmentation significantly influence employees' commitment related issues in organization. The role of employees is vital to the organizational growth and market competitiveness. (Gruman & Saks, 2011).The neglected area of employee's commitment arises rough decisions-making of top management for financial objectives by ignoring employees issues and risk leading towards ultimate failure of the corporate targets. (Frankovský, Istvániková & Stefko, 2009)

1.2 Definition of Merger

Merger and Acquisition are mostly used together in the research and our case is focused on Merger .Legally and economically Merger takes place among two or more business organization in that all and particularly one firm's legal existence is ceased and mutually combined organizations manage business activities under the name of existing and surviving firm.

(DePamphilis, 2009, p.6)In administrative perception, competitiveness or efficiency initiates inside the organization and business organizations seek certain solutions to develop programs for enhanced organizational flexibility. Managers must accentuate change or transformation as a single consistent factor for continuous business progress. There are certain known categories of Merger. (DePamphilis, 2009)First category is the horizontal Merger that takes place in the same industry, i.e. Oracle & PeopleSoft in business software (2004).Conglomerate Merger is referred to a business organization that purchases business rights in a different industry e.g. USX, through the Merger of U'S Steel & Marathon Oil (mid 1980s).In vertical Merger, two business organizations get involved in a business process while operating in different production or value chain stages through backward integration. In Concentric Merger, organizations emerge in a related field with a different organization, i.e. Merger in Fast Moving Consumer Goods. (FMCG)

1.3 Organizational Adaptation

Modern research validates the glassy impact of employees' high-level commitment on organizational performance, enhanced productivity or efficiency as well as effective customer relationship. Companies seek, develop and modify the certain system of solutions in business planning for perfect improvement, enhanced competitiveness and organizational flexibility considering change as a permanent part of business strategy. Merger is the source of greater synergy and integrated firms are developed as more profitable and successful than working as two independent organizations apart. (Marks & Mirvis, 1986)Different researchers have conducted their studies on certain issues to explore the real cause of higher failure rate of Merger. According to the academic research an organization implements certain adaptation to resolve issues for successful integration of M&A i.e. attributes of workforce , cultural issues and improper management in Post-Merger phase(Larsson & Finkelstein,1999) dissenting cultures of integrated organizations (Riad, 2005), elimination feelings (Harwood & Ashleigh,2005), and ambiguous corporate identity (Corley & Gioia,2004).Furthermore, top management of the acquirer firm through integration process manages multiple and multi-level relationships through certain negotiations and adaptations i.e., information database cooperation, symbolic corporate identities. (Clark, Gioia, Ketchen, Jr & Thomas, 2010)

1.4 Post -Merger integration and employees motivation

According to Frey & Benz (2002) employees' motivation is a popular phenomenon and reflects in different theories. Theoretically, each theory has a different concept about factors and level of motivation in staff. The economic aspects exhibit that behavioural changes affect the concerned prices, etc. and psychological viewpoints are helpful to focus the preferences of employees. In international business, apart from the corporate integration, employees experience several adjustments that directly or indirectly affect their motivation level. Therefore, observation of organizational changes is essential that affects employees' motivation productivity and performance. The job motivation is important to determine employees' performance at work. (Houkes, 2002). Employees are a potential source to gain business targets of the Merger and they must have clear information of the organizational strategy including long/short term objectives. Involved employees sacrifice their personal ease and accept certain modifications as new opportunities for the organizational business growth. (Brzeziński, & Bąk, 2015; Juchnowicz, 2010).Previous research is pertinent that during Merger development employees suffer job, insecurity unfair treatment and procedural injustice, as management seems more focused to attain enhanced financial performance and increase shareholder value in organizational transformation. Higher turnover of the workforce and lack of enthusiasm are the major risks. Human Resource Management strategically handles the risk through committees, regular communication system, in person counselling, support, and key staff retention. Moreover, for successful Merger, employee-management teamwork, precise managerial approach and strategic role of Human Resource Management are essential key factors. In order to attain more comprehensive understanding, certain research is mandatory, to observe the contribution of different components of staff's motivation and wide-ranging impact of organizational commitment for employees' welfare and organizational efficacy.(Genevičiūtė- Janonienė &Endriulaitienė, 2014)

1.5 Managerial role for employees' motivation

According to Brzeziński, & Bąk, (2015) the managerial role is crucial in the Post-Merger management of employees' commitment and this factors can be managed through effective communication and supporting of the workforce. These authors have cited Jablonska (2012) and

considered the closest supervisor of employees the leading person as an information provider and source of appreciation for assigned jobs in their company. They seek information and managerial feedback about their tasks from him through e.g. rewards or project participation. Therefore, they must be responsible for employees' commitment creation development and maintenance. Managers are fully conscious of their role to influence the employees' commitment. They are keen and capable to develop employee's motivation level effectively through worker involvement. (Brzezinski, & Bąk, 2015) Employees learn, share knowledge mutually, and better recognize business pattern or perception communicated by the clear concepts. In organization, business practices and procedures are applicable to create more knowledge enhancing practices. An organization represents business orientation into practical action and express knowledge into valuable resources for new products development or marketing practices (Nonaka, 1994 Nonaka and Konno, 1998 Nonaka and Toyama, 2005) Moreover, Managers must focus on incentive and support provision to reinforce the preferred knowledge creating activities. The staff will be encouraged for exchanging, learning, knowledge creation and knowledge transformation in order to attain strategic goals and implementation. (Li, Huang, & Tsai, 2009)

1.6 Problem Statement

In research of Willy (1997) about what motivates employees according to over 40 years of motivation surveys, he argued that job-related motivational factors of employees change over time and are different in subgroups. Moreover, the motivational value of each factor can change depending on employment status, gender, income and profession wise. Manager‘s task to motivate subordinates is critical and continuous research is necessary to observe the motivational factor do their best.

Islam & Zaki (2008) in their research on employee motivation in Malaysian perspective convey that a managerial development program must incorporate the influencing factors of employees' job motivation. However, such plans necessitate employee's contribution for the success. They emphasized employee contribution for successful motivational program and developed guidelines for planning employees' motivational strategy. They suggest the future research in other countries in the similar way by comparing with Malaysian setup of their research.

Bhal et.al, (2009) have pointed out that there are certain individual-level factors that might have different reactions but were not included those variables in their academic study.They proposed further research of Merger incorporate such factors in reaction assessment. Moreover,

Stensaker & Meyer (2011) undertake that their research work comprises some limitations in findings i.e., the issue of self-selection in the data set and study mainly consisted on surviving employees and the responses 'variety exhibits that employees are not only restating that they believe management likes to hear.

Lane, Cannella & Lubatkin (2011) yield regarding their Post-Merger study that they have applied simple one-shot questionnaire. This method for data collection that lacks detailed identification of the relationship between organizational silence and trust on employees' attitudes. Furthermore, their research outcomes are least supportive for the facilitating role of organizational silence. Besides, Shook & Roth, (2011) have stressed that Human resource managers' role must be predetermined considering their vitality for strategic decision-making in the organization. However based on methodology their research findings lack generalizability for larger populations and future research must focus the requirements of Human Resource practitioners while facing issues in downsizings or the Merger.

Osarenkhoe & Hyder (2015) conducted their most recent research for an analytical framework to manage Post-Merger integration process. They considered the most reflective limitation of their study is the main focus on top or middle management and lacks perception of local branch management, operative staff and customer. Nonetheless, relevant managerial and strategic focus is justified to investigate the active and coordinating project management in Post-Merger integration phase. Authors have considered the research gap and are determined to focus operative level employees and Bank's customers in next phase of their research. Therefore, we have focused our study to observe the employees' perception about their motivation and related factors in Post-Merger phase. We have found that most of available research on this topic comprises in quantitative survey statistics, financial aspects, and top management for the Merger development. Consequently, least detailed qualitative relevant information is available in mentioned regards.

1.7 Research Aim

Merger being a business growth strategy is highly competitive than eventual organic growth strategies (Horwitz, Anderssen, Bezuidenhout, Cohen, Kirsten, Mosoeunyane, 2002, p.2) Incorporation objectives cater higher failure rate due to complexities in successful human factor management during the transition period, either due to change resistance of employees or ineffective employee-management communication. (Larsson 1990).

The aim of our study is to observe and narrate the Merger influence on the motivational factors of employees and effective managerial role to deal with employees' motivational issues in Post-Merger phase.

1.8 Research Questions

Following are the research questions that enfold the two-way perception of merger incorporating business employees and management.

Q: 1: How can a Merger influence the motivation of employees?

Q: 2: How managers manage the motivation of employees in Post-Merger phase?

1.9 Research Methodology

This research is a qualitative study to examine and narrate the organizational, managerial and human factor behaviour in specific circumstances of Merger .The purpose of the study is served by investigating the Merger incorporating case example of Premo (Sweden) and Bring Citymail (Norway).We have focused the employees and management as research respondents. Primary data is sourced through semi-structured interviews with open-end questions for respondents' viewpoints and observations. Secondary data comprises existing research outcomes, literature and online information available on business websites of merging business organizations. Moreover, effective use of observations is also part of our data collection method. (Merriam, 1998). Theories of the Merger and employees' motivation are the source to determine the actual linkage between theory and practice.

1.10. Delimitation

In our case example, Merger has taken place among organizations of Scandinavian zone and apparently, this study may exhibit least organizational culture differences and behavioural issues of employees than distant business markets. The study upholds appropriate validity and develops insight of employees' uncertainty, attitudinal behaviour and their job insecurity as well as managerial perception to overcome employees' issues.

Therefore, the study study enhances some knowledge for the business organization, managers and students of business administration to understand and strengthen the employee-manager relationship in Post-Merger phase. Service industry claims unique features and standard for competitive sustainable business advantages. Actors in service industry endure far more tough challenges than other corporate segments.

We fulfil our aim of research by observing the factors affecting employees' motivation and effective managerial efforts to recover the motivational level of employees. The ultimate findings are able to mirror close observation in service oriented integrating co- partners' tailor-made strategies for more successful internal team management enhanced corporate repute, potential financial synergies and cost efficiencies.

1.11 Research Segmentation

Being a qualitative research, this study follows certain tactics of research progression, stating the research questions, theory development, and application, designing an appropriate research strategy, discussing specific findings and concluding outcomes. Our Master Thesis and research comprises the following segments:

RESEARCH SEGMENTS
Introduction Chapter: Research background, introduction, definition and scope of Merger
Theory Chapter: Organizational objectives, valid theories of Merger and staff motivation.
Methodology Chapter: Research process, theory assessment, and data collection process.
Empirical Finding: Case study information of merger, data collection and empirical findings are described in this chapter.
Analysis Chapter: Findings are interlinked with the focused theories of the topic to understand the certain link between them.
Conclusion Chapter: The research questions are answered and presented as the outcome of the study.

Table 1 Research Segment [Self-created]

2. Theory Chapter

The chapter of theory comprises Merger's valid theories as potential objectives of the organizations and staff motivational concepts. The research model is included to explicate the research design and certain limits to diminish the possibility of move away from the research topic through immense volume of existing research data.

2.1 Literature Review

The major aim of existing academic research of Merger was determined to verify or test certain empirical theories e.g. synergy effects, cost efficiency and focused managerial preferences. (Nikolaou et al, 2011; Lane et, al 1998).

Authors	Key Finding
Jemison & Sitkin 1986; Schweiger et al, 1987	Stressful anxiety of uncertain circumstances of employees and progressive merger associated changing in Post-Merger phase.
Buono & Bowditch, 1989	Unwillingness/inability of top management to communicate adjustments with workforce.
Genevičiūtė- Janonienė & Endriulaitienė,2014	Effective commitment's positive impact on organizational commitment employees' professional attitude; skills; retention and wellbeing.
Pietrasienski, 2011;Piertula & Simon 1989; Sirková et al, 2014	Importance of human factor in responsive organizational transformational to market attitude and valuable source of knowledge reaction/development
Frankovsky et al, 2009	Neglected area of employee's commitment arises rough decisions risk leading towards ultimate failure of the organization
Osarenkhoe & Hyder, 2015	Effective leadership, forward thinking approach, staff involvement focus on customer, effective management-employees neutral; communication with employees are essential for successful merger.
Kummer, 2008	Motivated and commitment help to retain employees even in M&A essential to prepare integration ;retention plan; identifying key employees and attaining retention aim.
Islam & Zaki ,2008	Enhanced productivity needs not just e.g. customer service, technology, and success also depends on employees as implementing team.
Shook,& Roth,2011	Inability to understand employee issues creates vulnerable workplace

Table 2 Literature Review [self-created]

Various schools of thoughts have contributed to academic research in respect of the focused theories and perceptions. Our study is based on a systematic review and we have arranged the articles according to the relevance of research topic and aim. The selection of article is based on relevance as well as comprises the well validated and emerging theories in relation to Merger integration, employees' motivation and effective managerial contribution for the motivation management. This literature review table exhibits the key findings and we have found them effective and related to our research as well. Analysis chapter includes the modified literature review table illustrating the linked key findings in relation to our research and case study

2.2 Motivational factors of Merger

M & A as business strategies serve several purposes e.g. increasing market shares, products and services diversification, flexible functioning, skills development, enhanced knowledge & innovation, overcome managerial numbness and enhanced global compatibility (Auster & Sirower, 2002). The efficiency theories of Merger are referred to generate enough realizable synergies to make the combined business more beneficial for merged companies. The theories of Merger are the symmetric expectations of gains by nature that result in a 'friendly' Merger being proposed and accepted. (DePamphilis, 2009, p.17)We are briefly describing here the different efficiency theories of M&A in available academic literature.

Differential Efficiency Theory

According to the theory the merged firms with more efficient management than other merged company can accompany the parallel level of efficiency .In case a company is operating at below optimum potential level than it is better to be taken over by another company. The differential Theory is particularly referred to the horizontal Merger for competitive business advantages being in the same business segment. The merged organization has capability to expand with low-cost through the efficient utilization of existing resources and can identify firms with good potentials. (Eysenck & Calvo, 1992)

Inefficient Management Theory

The theory of inefficient management is quite similar to the concept of managerial efficiency and simply refers to managerial underperformance than its potential .In the case of least efficient management of an organization, there is always a chance that it will be taken over by other companies. (Grant, Shani & Krishnan, 1994).

Synergy Theory

Synergy refers to the organizational gains that occur when two substances or factors combine to produce greater effects together than operating as two independent organizations could account for. The synergy theory refers to the two types of synergy. According to operation synergy, the economies of scale already exist in the industry prior the Merger and economies of scope is gain by developing new products or services for competitive business advantages. However, the independent firms 'operational levels are insufficient to exploit the economies of scale. (DePamphilis, 2009, p.18; Devos, Kadapakkam & Krishnamurthy, 2009).

The combination of two firms enhances the profitability through combined use of shared resources for competitive corporate advantages jointly than the two firms do individually. (DePamphilis, 2009, p.17)Financial synergy is effective for the lower costs of internal financing, better cash flow, a lower cost of capital and Tax saving. According to the financial synergy, in case the acquiring firm has a greater cash flow rate than the acquired firm, the capital is relocated to the acquired firm and its investment opportunities improve.

Pure Diversification

The theory of diversification provides several benefits to e.g. managers, employees and owners of the firm as well as to the firm itself. (DePamphilis, 2009, p.20).Furthermore, employees experience job security and stability, better opportunities within the firm and higher compensation (promotions). In Merger through diversification, employees are assigned with greater responsibilities. The owner and managers are capable to retain corporate control over his firm through diversification and simultaneously reduce the risk involved and in the firm

diversification, employees' teams are shifted in more productive activities. The firm is led to the improved profitability, continuity and growth and builds up a reputation over time in its relationships with suppliers, creditors, customers and others. Consequently, outcome comprises goodwill through investments in advertising, employee training, R&D, organizational development and other strategies.

Strategic Realignment Theory

This theory suggests that firms rapidly adjust in a modification within their external environments by using the Merger as a strategy. Environment change may include regulatory, tax, technology or globalization impact in Banking, Insurance, Telecom, Pharmaceuticals, FMCG, Aviation etc. In case, a company has a limited period of growth, consequently the internal adjustments can take more time. Merger can reduce the time span for rapid growth and rivals or competitors can exploit the situation (Greenwood, Hinings & Brown, 1994: DePamphilis, 2009, p.21).

Undervaluation Theory

The undervaluation theory of Merger refers the situation when market value of the target firm's' stock for some reason does not reflect its true or potential value or its value in the hands of alternative management. Firms can acquire assets for expansion more cheaply through existing stocks buying instead of buying or building assets when the target's stock price is below the replacement cost of its assets. Overvaluation might drive the firm to use its overpriced stocks to acquire other firms.

The overview of the theories enables us to understand the potential purpose of the Merger in case example of Premo & Bring Citymail. This insight may develop to understand the organizational preferences in the context of the employee-manager relationship.

2.3. Motivational theories of Human Factor

Employees are vital internal stakeholders (Freeman, 1984) in the management team. In the Post - Merger phase, due to change in entire organizational responsibilities. Managerial role becomes more important as worker-related issues become more apparent of higher stress level, tension,

and anxiety e.g. job uncertainty, lower or collapsed job satisfaction, low productivity, and a higher level of employee turnover .Management has to manage and overcome employees issues during the developing phase of M & A. (Hayes 1979; Buono, et, al 1988)Involved employees seem optimistic regarding their employment and outcomes exhibit low rate of employees' turnover, increased customer loyalty and business profitability. The research outcome exhibits that optimistic employees are more effective for organizational benefits than employees own job satisfaction. (Harter, Schmidt, Asplund, Killham, & Agrawal, 2010) Motivation strengthens, supports, and manages behaviour; therefore, cater immense prominence at Workplace. Motivated workforce contributes more vitality which is the pathway to achieve business goals. Following are the motivational theories that impact on various factors of employees' job perception.

2.3.1 Theory X and Theory Y

Douglas McGregor (1960) presented his two extreme models of an individual's behaviour or motivation at the workplace. Theory X suggests that an individual is idle by nature so dislikes and evades work involvement being irresponsible aimless and least active. On, the other hand, workers have a great longing for security and the effective possible tools to involve them in work include rewards, persuading, cajoling and punishment. Theory Y presents an opposite model than theory X that considers by nature people seek to learn and work for self-discipline and self-development. Therefore, cash rewards and financial benefits are least motivating than challenging or interesting tasks in nature. Therefore, managers can boost employees' productivity through effective job assignment to enhance their productivity for organizational objectives. This theory also assumes that as employees love to work naturally and insists on less control by assuming them a self-motivated workforce to follow the mission of the organization. However, Job satisfaction compliment organizational commitment to reach mission statement of their employer and employees can resolve issues through imagination and power of creativity.

2.3.2 Hierarchy of needs Theory

Maslow's hierarchy of needs is a theory presented by Abraham Maslow (1943) in his paper named "A Theory of Human Motivation". Maslow has applied the five general stages of human progressive motivations that comprise basic physical need personal growth and career process.

Maslow's hierarchy of needs is often described in a pyramid shape and starts at the bottom with most basic needs. Maslow never used a pyramid to represent the hierarchy. According to the theory, employers must follow every level of employees' needs, in order to gain their commitment for organizational targets. In case the employees fail to attain own needs at any hierarchy stage then they will lack fulfilment in their professional careers and that might lead them to seek a new employer to attain better opportunities.

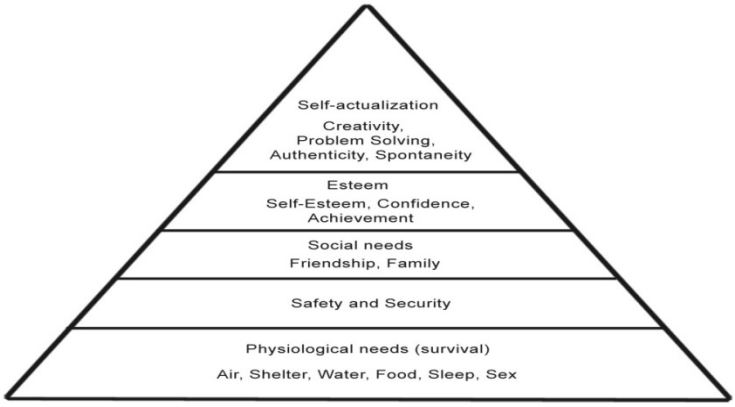

Figure 1 Hierarchy of needs (1943) self-created

2.3.3 Human Relation Contribution Theory

The theory of Dr. Rensis Likert (1955) is derived from his research in industrial sector considering human factor behaviour in an organization through a deep investigation of several organization and management styles. He concluded that organization must focus optimum utilization of workforce to gain higher productivity, maximum profitability and good employees and management relationship. Such organization is assumed as most effective workgroup and part of similar hierarchical groups system. He has categorized the four pattern of effective management. (Hall, 1972)First one is the exploitative authoritative system where decisions are imposed and threats based motivation, little communication and absence of joint teamwork. The second pattern is the benevolent –authoritative system and refers to the master-servant trust leadership, rewards based motivation and only higher management seems responsible with a little teamwork. In the consultative system, the superior leadership is incomplete but has

substantial trust in employees at workplace and motivation through reward and some involvement. This type of management exhibits moderate teamwork. The fourth kind is the participative group system that exhibits superior leadership with complete harmony at the workplace with employees. Economic rewards are goal based and through participation. This is best profit based and human-oriented management style based on effective communication and substantial teamwork. Therefore, this theory is more focused on managerial or effective management.

2.3.4 Herzberg Theory of motivation

Frederick Herzberg (1966) was a psychologist and he developed the concept of job motivation through his research about factors of job contentment and dissatisfaction. According to Herzberg, job satisfaction has two dimensions namely, Motivation factors and Hygiene factors.

Motivation Factors Recognition/achievement; Work/interest in the job; Responsibility; Growth/advancement
Hygiene Factors The organization; Supervision; Interpersonal relations; Working conditions Salary, status and security

Table 3 Theory of Motivation Herzberg [1966] [Self-created]

Moreover, the factors of satisfaction are different from dissatisfaction factors. Herzberg (1966) explained that Hygiene factors, do not directly affect Job contentment and motivation of employees. Thus, ineffective application of these factors e.g. better company policies, supervision, salary, interpersonal relations and workplace environment can develop dissatisfaction. Simply, these factors are not the source of higher levels of motivation but without them, there is dissatisfaction.

Motivational factors include achievement, recognition, the work itself, responsibility and advancement that create satisfaction in employees. According to the theory, appropriate management of Motivators and Hygiene enhances motivators for enhanced Job contentment and productivity of workers.

Employees' positive attitude can be developed by engaging staff in interesting and important work (work itself), through responsible work and development. Moreover, achievements are more effective than recognition to increase the sense of responsibility in workers. The recognition is not expected only from management, even colleagues, customers and subordinate staff can be the source of this feeling. Technical supervision is important as lack of job knowledge and inability to develop responsibility for staff impacts negatively.

Therefore, motivation factors must be applied simultaneously for job motivation and organizational success. All these theories are effective in management studies and we have applied the Herzberg's theory (1966) in our research to observe the motivational factors of employees' motivation in Post- Merger phase.

Human resource experts and managers might prefer application or reapplication of Herzberg's theory essentially for employees' progression and growth and can benefit to implement modification as a predictable paradigm of effective or conflicting change i.e., sales incentives versus customer service training . Herzberg's model interventions lead towards long-term satisfaction and intrinsic motivation. Although many organizational involvement programs are introduced over the last 50 years but motivation Hygiene theory is still the part of strong managerial ethics. (Sachau, 2007)

Theory	Reference	Main concept
THEORY X AND THEORY Y	Douglas McGregor (1960	Effective human potential motivation as a factor for effective management
HIERARCHY OF NEEDS THEORY	Abraham Maslow (1943	Hierarchy of needs includes five motivational needs
HUMAN RELATION CONTRIBUTION THEORY	Dr. Rensis Likert (1955)	Effective management system
Motivational Theory	Frederick Herzberg (1966)	Motivational factors for job satisfaction

Table 4 Post-Merger Motivation [Self-created]

The theory spotlights employees' motivation in line with organizational objectives and seems more relevant to the research aim to observe the both perceptions equally. Particularly, Post-Merger organizational restructuring can develop uncertainty and insecurity in employees. These factors consequently impose negative effects on employee-management relationship. Effective

management of motivational factors can motivate employees for the successful objectives of Merger.

2.4. Theoretical Framework

Herzberg's theory has been applied as the effective model of employees' motivation in management research, Roger Eglin (2004) argues emotional relations are pretty stronger than financial gains and result in longer retention of business employees.He stressed in context of organizational behaviour that salaries or rewards are least important than other motivational factors. Fernet, Gagné, & Austin (2010) have explored in their study that ineffective interpersonal relationship can cause emotional exhaustion, intensity and diminish self-accomplishment in employees. Managerial contribution can protect employees against emotional intensity through educational training to value peer relations and support system within organization. Their study exhibits that emotional intensity is least apparent in self-determined workers and positive peer relationship. Fulghieri & Sevilir (2011) in their research highlights of horizontal Merger have revealed two major disadvantages for employees .First disadvantage is referred to the reduced human capital competition in the same product market. Secondly, after Merger presence of two employees for one post may contribute greater exploitation of employees by employers. In Post-Merger restructuring process, employer has choice to continue with anyone of two managers and other have to leave the job or designation.

The research of Genevičiūtė- Janonienė & Endriulaitienė (2014) comprises the relationships between employees-organizational commitment, effort, change resistance, and burnout in employees. Their study exhibits that affective commitment is the most positive component of organizational commitment that positively influences employees' professional efficacy by diminishing professional burnout and employee's turnover. The negative aspects of continuing commitment is a significant predictor of the higher level of resistance to change and emotional anxiety .Effective commitment has a positive impact on organizational commitment, employees 'professional attitude, skills, retention, well-being and organizational effectiveness. Authors have considered that outcome lacks a clear image of possible negative implications of different organizational commitment components. Furthermore, the research recommends exploring the

consequences and more comprehensive effect of organizational commitment for workers' well-being and organizational effectiveness.

Previous research exhibits that the Merger has impact on motivation factor of employees and certain organizational adjustments for financial and merger objectives are managed after merger by the companies. The relevant case study has investigated either managerial adjustments have influenced the staff's motivation at workplace through relevant case study of Premo and Bring Citymail merger. We have applied the Herzberg's motivational theory to determine the effects. Furthermore the study has focused the managerial role for staff motivation management by using the primary and available secondary data and through deep analysis of conclusion.

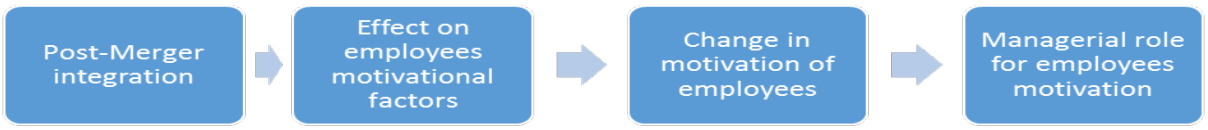

Figure 2 Motivation in Merger research model source: self-created

3. Methodology Chapter

This chapter comprises the appropriate applicable method of the research process, theory assessment, data collection, analysis, and interpretation of data process information to fulfil the aim of research.

3.1. Research Approach

In order to conduct a research, the appropriate methods are applied for careful drawing of conclusion. We have applied the qualitative research method and most importantly at the initial stage, have avoided linking any specific connection between variables and theories. Our research was aimed for the systematic data collection and the literature review theories are carefully selected through relevant articles. Besides, the interpretation of empirical data has conducted on the foundation of logical connection with well validated theories, though viewpoints of respondents are prescribed for the credibility of thesis. (Ghauri & Grønhaug, 2010) We have also considered the possibility of engaging opposite and substituted theory during the problem-solving process. (Thorpe & Holt, 2008).

Moreover, all the illustrated theories in the literature review table are found as linked and possess certain correlation with the study regarding staff motivation, Merger integration process and managerial role. The current study is qualitative: and exploratory and narrative study of employees' motivation in relation to Merger adjustments in order to generate, test and enhance the authenticity of a theory (Gummesson, 2005) and this method emphasizes the connection between the research and theory.

Furthermore, qualitative study is an inductive method and more related to theory generation through interpretivism and constructionism to observe the individual's, interpretation of their society and continually transmuting social life. (Bryman and Bell, 2011)

3.2 Case Study

We have applied the case study method being applicable in all kind of research without any specific research design .This method has contributed to attain the in-depth information regarding the phenomenon of interest. In our research, case study of Premo and Bring Citymail

has provided us particularly the knowledge of post -merger integration process to observe the effect on the staff motivation to derive the outcome of research. (Merriam, 1998).As this method is appropriate and mainly associated with the locations i.e. organization, workplace that explores the business set up commonly in qualitative research. Case study through empirical analysis examines the advanced phenomenon particularly in the lack of clear evidence between theory and perspective. (Yin, 1994)

In our study, workplace process of recently merged organization Bring Citymail is linked to the related theories of mergers and motivation. The research design and data collection process is in line of the research questions and has developed through theoretical discussions. The case study has followed the six main steps of qualitative research comprising, general research questions, sites/subjects selection, data collection, data interpretation, theoretical framework, and conclusion. (Bryman & Bell, 2011)

3.3 Case selection and the research questions

Case selection requires a technical approach to build or modify the existing theory .Random case selection is neither needed nor preferable. Usually, limited cases are available for research and the extreme conditioned observable cases' selection is wise. (Eisenhardt, 1989; Pettigrew, 1988) In the Premo-Bring Citymail Merger case, workplace environment of the organization has helped to determine employees ease and safety of their rights as a part of the managerial strategy.

We have considered the clear research questions concentrating the study aim in order to devise a preliminary pattern of the qualitative research. (Eisenhardt, 1989) We have communicated the organizations with a well-defined focus to collect scientific and systematic data collection. (Mintzberg, 1979 p.585)Certain questions are necessary to initiate research and later can be modified or refined during the research process (Maxwell, 2005) Therefore, we determined two relevant questions prior initiating the research process. Our study is based on existing literature theories and we have obtained the primary data through interviews with management and employees. The data does not cater relevancy itself and we have related the structured and authenticated theories as the foundation of research. We managed the research process being cautious in the important process of relating data to the theory that demands certain knowledge regarding the research topic and data interpretation. (Voss, Tsikriktsis & Frohlich, 2002).

3.4 Sample size and interview questions

An appropriate sample size is essential in the research .The reasonable sample size reduces certain discrepancies and explains limitations to generalize the conclusion. An oversize sample negatively impacts the precise findings. The sampling process necessitates precise statistical proof regarding the distribution of variables in population. (Eisenhardt, 1989)

Moreover, in a qualitative research, the certain appropriate number of interviews cannot be conditioned being more dependent on the context, questions and aim of the research. (Fjellström & Guttormsen, 2016).In this research, eight employees and three managerial interviews are managed in order to attain relevant knowledge of the operating staff and managerial viewpoints. The detail of interviewees name and designation is provided in the list of interviews (table 4, page, 22). In our study the employees' respondents working period varies from 1998-2014 and none of the respondents has employment tenure less than two years. Moreover, managerial respondents have the minimum employment experience of above six years in their organization and have been promoted to their current post after their initial career start as distributors or mailman. Various data collection methods including interviews, observations, and empirical sources are applicable in qualitative research (Eisenhardt, 1989) Nonetheless, interviews are a commonly preferable process in research. The closed questions are the limited available set of different options for respondents select their relevant choice of answer and provide limited information of the topic. We have utilized open end questions in the interviews of our case respondents. The respondents have replied freely and conveniently for detailed information and precise outcome. Interviews were transcribed for the accuracy of conclusive information and the interview questions are part of our thesis as appendix I and II. These question lists are useful for creating fixed choice format answers for the future research. (Bryman & Bell, 2011)

3.5 Data Collection and interview process

We have followed the Eisenhardt recommendation (1989) to formulate a research problem that specifies possible important variables along with literature references .The qualitative data has developed an understanding of relevant theory and emphasizes underlying relationships .We have sourced the primary data through face-to-face semi-structured interviews of the staff and

managerial respondents. The semi-structured interviews of Branch Manager (BM) and Unit Manager (UM) carried out on the same day comprising duration of almost 75 minutes for each.

We have used a question list as guide inline of our aim and focused aspects of employees' motivations in the Post-Merger phase.The interviews were more like a conversation and interviewees kept on switching to related information while responding a question. Consequently, questions' sequence was not forced in order to avoid interruption for in depth information and enhanced observation of their focused interest .On the other hand; we focused the aim of study to ensure the comprehensive answers of relevant questions. The audio recorded interviews of respondents were transcribed to analyse finding and outcomes cautiously. In order to analyze expressions of the interviewees, relevant key ideas were noted down .Interviews were completed considering the ease of respondents at their convenient time. All questions were well-explained to the respondents' extent of satisfaction for the comprehensive relevant information. We have interlinked the interviews' information with relevant literature to develop finding of the research. Following is the list of interviews with duration detail of each respondent:

LIST OF INTERVIEWS					
No	*Name*	*Designation*	*Employed Since*	*Venue*	*Duration Minutes*
1	*Maria Andres doter*	*Dist. Shipping Coordinator*	*2005*	*Stockholm Head Office*	*65*
2	*Johan Hagberg*	*Unit Manager*	*2010*	*Stockholm Branch*	*74*
3	*Maria Thumser*	*Branch Manager*	*2008*	*Stockholm Branch*	*75*
4	*Employee 1*	*Distributor*	*1998*	*Stockholm Branch*	*25-35*
5	*Employee 2*	*Distributor*	*2014*	*Stockholm Branch*	-
6	*Employee 3*	*Distributor*	*2006*	*Stockholm Branch*	-
7	*Employee 4*	*Distributor*	*2011*	*Stockholm Branch*	-
8	*Employee 5*	*Distributor*	*1998*	*Stockholm Branch*	-
9	*Employee 6*	*Distributor*	*2013*	*Stockholm Branch*	-
10	*Employee 7*	*Distributor*	*2014*	*Stockholm Branch*	-
11	*Employee 8*	*Distributor*	*2012*	*Stockholm Branch*	-

Table 5 List of interviews [Self-created]

3.6 Observations

We have well considered the effective use of observation as a data collection tool though it is usually least accessible during interviews. However, impression recording during interviews has

contributed some useful information for addition and editing according to the research requirements later. (Eisenhardt, 1989; Merriam, 1998)In the study, there is certain observation related to the managerial and staff behaviour that helped in certain aspects other than verbal discussions. We found it particularly effective while analysing the employee-manager relationship.

3.7 Findings and presentation

We have prescribed the interview detail under the combined headings and each section has information and perceptions of both respondents regarding motivational level and managerial efforts in the form of an essay including the direct statements of respondents. Based on a managerial interviews the related information of organizational objective of Merger , motivation of employees , managerial role and perceptions are described in empirical summary .Moreover, employees' issues related to their Post-merger motivations, remarks, expressions and suggestion are included in empirical outcomes. We have carefully narrated the findings in the empirical findings chapter for data presentation. Creswell (2003) yield the researcher must respect the respondents' rights, requirements, beliefs and aspirations as ethical compulsion. We have followed these research ethics and personal detail of managerial staff is included in research paper after their approval. We have also considered the value of a neutral and precise analysis through careful examination of managerial and operative employees response, cross-case analysis for accurate, reliable theories e.g. Merger objectives, motivational theories and research techniques. We have utilized the detail of interviews, transcripts and personal keynotes (obtained during interviews considering repetition and focus of interviewees) with careful observation in the analysis of our study. We have focused the existing literature in interlinking process of the data.

The qualitative data has helped us to understand why employees' motivation is affected by certain Post-Merger adaptation by correlating acquired data with Herzberg motivation theory and effective managerial theory aspects. A confirm correlation with motivational theory (Herzberg, 1966) in the qualitative study helped to understand the certain reasons of staff demotivation in the Post –Merger phase. (Eisenhardt, 1989)

3.8 Analysis of Empirical Findings

The significant process of analysis of case study includes to re-examine the theories, explore the opposite theories or alternative suggestions of a phenomenon and finally, to address them either by accepting or rejecting. (Yin, 2003).In Analysis of our study, the comparison of valid theories and empirical data is developed and discussed in detail about the influence of Merger on employees' motivation and effective managerial role for their issues in Post-Merger Phase. During Analysis, we have avoided the repetition of entire empirical chapter and have discussed the issues and valid points, inline of the research topic. In case study analysis, we have followed the Yin (2003).He described the analysis of case study in three steps

- First, to concentrate on entire data as a whole
- Second step is dividing the data apart
- Finally meaningful reorganization of data. (Yin, 2003)

By following the process, we have communicated the entire primary date as a whole in empirical findings, divided in sections and finally rearranged in Analysis chapter.

In analysis, we tried to find out the motivational and other factors contributing influence on employees' motivation in Post-Merger phase. Therefore we categorized the information in three dimensions including organization or Top Management, Employees and Management. However, in analysis chapter, the information is rearranged in two categories of Employees and Managerial staff. This rearrangement is based on our research questions and two way perceptions. Even respondents comprise on these two aspects and to remain in line of the research we decided to rearrange the data accordingly.

Moreover, Organization or top management being equally influential for employees and their managers is discussed in both parts. The process of categorizing has helped us to compare and contrast the issues, discuss on certain concepts or complicated parts of the data and develop their understanding. (Yin, 2003)The concepts or theories are same used in our literature review and we observed the link of findings in context of these well validated and emerging theories. Based on this analysis, we are able to extend the theory of successful organizational relationship. Brief information of analysis is mentioned below in paragraphs.

Post-Merger influence on employees' motivation has discussion of the employees' perception in relation to the available theories of the phenomenon. Organizational objectives of Merger are described to observe the preferences of organization regarding potential business goals and employees motivational factors. Motivational factors awareness, observes the managerial and employees perception about motivation and in Post-Merger phase, how these factors have contributed the influence in context of employees' motivation. Equal opportunities refer to the fair and neutral attitude of organizational policies to equally treat the employees of merged organization.

The effective role of Union, effective role of employees and contribution of employees is discussed based on the link between empirical findings and theories. Managerial role for *Employees Motivation* comprises the effective role of managers to attain organizational goals by supporting the employees as teammates. Herzberg (1966) theory is discussed to highlight his guideline for effective motivation management.

The State Of Art theories are discussed in the line of empirical findings. First the key findings are illustrated in the table and then briefly discussed them in paragraphs for clear understandings of the concepts.

The Effective Managerial Strategy is discussed and we have recommended the effective organizational relationship of the top management, managers and employees for corporate competitive advantages and motivated employees growth.

3.9 Validity and Reliability

Reliability and Validity are the important aspects of the research. We consider that the study has certain reliability and the results of research can be repeated. (Bryman & Bell, 2011) Validity is the honesty or truthfulness of the research results .Most researchers consider validity and reliability as the fundamental parts of qualitative research practice. We in our study are confident about the internal validity being a major concern of the basic research and our research is in line of the research aim. In the study, primary and secondary data are cultivated by following the theoretical framework based on the existing literature and available online information has obtained from the relevant websites. The research data comprises two way managerial and employees' perceptions and possess reliability through cross analysis of their statements. We have focused the Merger Integration process of the organization to observe the effect on

employees' motivational factors by applying the Herzberg motivation theory (1966). The research outcome is based on empirical findings. In order to increase the validity of our research, we have carefully concentrated on data collection, presentation and effective use of research observations. A state of art table (Literature review table: 2) was used in theory chapter with the key findings of the different school of thoughts. Finally, in analysis chapter the reliable, well validated and emerging theories are found linked to our study. Thus, we have illustrated our key findings by specifying their link with the related and validated theories in another modified table. Therefore, the validity and reliability of the study is acceptable through the systematic approach of the research. Our study holds acceptable internal and external validity being in line with the aim of study and has ability to be repeated.

3.10 Research Ethics

In our qualitative study, we have considered several ethical issues while accessing the private premises of respondents during and after the completion of the research. (Silverman, 2000, p. 201).We have informed the research participants and got approval from our Teacher and Examiner about the research aim of our qualitative study and data collection methods of semi structured interviews prior initiating the study. We got the permission from the relevant department of the organization as well and after approval Open-end question lists for managerial and operative employees is prepared to attain the primary data. Both interview lists are the part of research paper as Appendix I and Appendixes II at the end of paper. (Miles and Huberman, 1994)Moreover, the ethical responsibility of a researcher comprises to respect the rights, requirements, beliefs, and willingness of research respondents. (Creswell 2003) .We sought for permission of managerial respondents for the interviews and completed the interview on their approved time and date. We accessed the respondents from employees by the permission of related authority in mentioned regards. Moreover, we requested the voluntary participation of respondents and clearly informed that the research hold only academic purpose .We were encouraged by the organizational authorities, managerial and staff respondents. They have fully cooperated and provided relevant information through their valuable experiences. We have included the information and participant's personal detail with their permission in our thesis. (Miles & Huberman, 1994)

4. Empirical Chapter

This chapter comprises the case study information of Premo-Bring Citymail Merger, data collection and empirical findings in relation of the research focus and aim.

4.1 Premo,Sweden

Premo was incorporated by Dagens Nyheter and Svenska Dagbladet in 1971. Premo is the flexible business and qualitative distribution network that offer 24 hours services for i.e., newspapers, magazines, letters, and parcels distribution. This network distributes approximately 350,000 newspapers to domestic subscribers, organizations, hotels, and retailers in Greater Stockholm.

Premo comprises on almost 1,850 employees and the most of the staff is working as distributors. .Initially, distributors used to distribute the newspaper only .Premo as an organization comprises different departments including Customer Service, Logistics, Distribution, IT, Human Resources, and Finance. In relation to diverse culture, Premo is the multicultural company by employing about 60 different nationalities. The organization, consider the employees services as they accomplish the distribution task in Stockholm and all over Sweden. Premo has business association with “MORGONTIDNING DISTRIBUTION KB” (MTD), Sweden and can cost-effectively distribute magazines, letters, and packages, nationwide through the extensive network system. (www.premo.se).

4.2 Bring Citymail

Bring was established in 1991 being the first free postal company of the world. The Bring has merged with the Citymail about 10 years before and was known as the Bring Citymail. Now the organization offers postal services to above 54 percent domestic and corporate customer being an effective and efficient mailbox channel. Bring Citymail is the part of Bring company and owned by Norway Post company has surpassed group sales of around 4 billion Euros and determined their further growth to beat the market challenge. There are almost 30,000 employees and the organization has a strong ambition to become the world's leading postal and logistics group Bring Citymail is one of the largest national, Nordic international post and logistics system in the region that delivers to businesses, corporate sector and associations e.g. Tele2, as an efficient and

competitive sustainable mail service. Moreover, Bring Citymail carries out mail delivery system in Stockholm, Mälardalen, Gothenburg, Malmö, and Gotland.

The organization manages the nonstop updating database in the data centre of their Headquarter in Stockholm and updated database is provided online from the Headquarters to 109 offices of Bring Citymail every day. (www.bring.com;www.tele2.com)

4.3 Merger of Premo and Bring Citymail

The managerial respondent (BM) related the Premo's organizational purpose of Merger to increase their paper subscribers and reduce or control the average cost of newspapers. (BM, UM & Dist.SC)

Besides, the other reason of Merger with Bring Citymail is their corporate strategy for environmental responsibility and sustainability. On the other hand, Bring Citymail wanted to offer the daily delivery services of A-Post letter instead of on each third day and to increase their service subscribers besides newspapers and ordinary mail distribution. According to BM, Bring Citymail merged with Premo to enter in A-post distribution and compete with the leading company Postnord in this market. (BM)

The objective of the Merger was purely related to the financial aspect as both companies were surviving though suffering from financial loss. They determined the Merger to achieve better business and financial competitive advantages mutually by sharing their combined mutual resources. (UM)

The Merger of Bring Citymail and Premo was initiated from 2012 but officially it has taken place on 1 January 2014 and merged organizations initiated using mutual resources e.g. Buildings, vehicles. (BM & UM).The organizational objective of M&A is to overcome financial issues by working parallel and sharing resources to reduce cost and improve financially. According to the official website of Premo the merged organizations have the strongest distribution network and both can attain their more service subscribers for their value added services. (www.premo.com).According to the interviews, employees in the organization are working since different periods and their job-joining year varied from 1998 up to 2014. That means that shortest tenure of employment is above two years. We have attained the information about certain aspects of Merger, effect on employees' motivation and managerial implications to overcome staff issues in Premo and Bring Citymail. The comparison of both perspectives

provides information in relation to our study. There is no information available on website or other secondary source of data and empirical fact are derived from the primary data source only. Therefore, we also asked the employees' reactions and behaviour from managers to cross analysis for the data reliability.

4.4 Empirical Facts

In response of managerial perception about the Merger as organizational change a uniform response has obtained from all managers in this context. According to them, prior to the Merger, the managements of both organizations were fully aware that financial crises have limited the organizational survival and business growth. Therefore, they welcomed the Merger as an essential remedy for organizational revival through shared resources, premises, and responsibilities. (BM: UM & Dist.SC)In question regarding the certain time employees were informed about the Merger, managers responded that the Merger has taken place gradually and management/supervisor has already informed employees, through Notice Board and meetings.(BM and UM).According to the Dist.SC, they have informed the employees after the merger has already taken place.

"They (top management) informed us (managers) in the beginning of January 2014, and leaders in Bring and Premo have informed two years before the Merger. I think we did it (informed employees) about 3-4 months after when we received the information and all the facts." (Dist.SC) However, the staff respondents have provided dissimilar information about the merger news and mentioned different times about this information. For the question about either Merger is a negative or positive organizational change, the employees' responses were also varied. Half of them considered the Merger as normal organizational process. However, the remaining staff

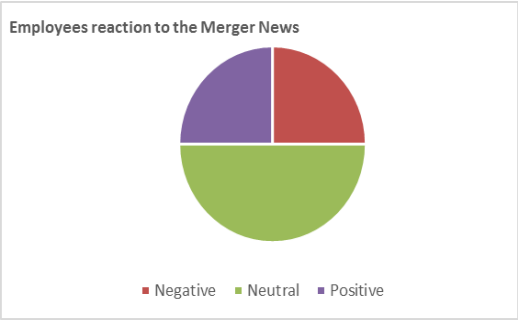

Table 6 employees' reaction to Merger (self-created)

Respondents have exhibited the combination of reaction of positive and negative feelings and the one fourth (2/8) employees considered the Merger as a negative change in organization

4.5 Mergers' effects on job motivational factors

The employees of Bring Citymail were fully aware through the managerial communication that the Merger is not going to affect their job in any way (UM). However, According to BM, initially there was no clear difference after the Merger below the branch manager level. The job uncertainty was developed at upper level managers due to Post-Merger organizational restructuring. "They were more worried about who could stay as they had two parallel organizations with the same functions. At the bottom of organization were not those worries .But the top management, they obviously saw that they were going to be changed (BM)

According to the Dist.SC, the insecurity of job was higher at the managerial level than employees. Top management during the managerial level restructuring has offered a choice to the twelve site managers of Premo, either to accept the designation of Unit Manager and FF or to leave the jobs. Consequently, three or four Site Managers have demoted to FF, five of them as Unit Manager and the remaining managers have to leave the jobs. (Dist.SC)

"*Bring only want to employ Bring people in higher positions. In Premo, you could be advanced as a distributor to BR manager sometimes even more to area manager and that have not changed for the Premo people and for Premo people it still an opportunity to become BR manager in Bring organization they prefer to employ people who have worked Citymail before to become a Unit manager." (BM)*

Therefore, the intense job insecurity at managerial level somehow certainly affects their motivational power and supervision, which seems a possible threat for the staff motivation. In the beginning, there was no fear of job insecurity but later, after a year employees were scared of the managerial level changings and they were having sort of job insecurity from their organization.(Dist.SC)

"*When we moved in Bring Citymail's facilities , our people were thinking will we have facilities appropriate for us or we will be shovelled away in corner as other branches have very little space and moving their stuff away during day time and moving in back night time and it was very messy for them"(BM)*

Moreover, some senior distributors showed the hesitance for letters distribution .While few employees have appreciated the letter distribution considering the opportunity to have more work for stabled income. (Dist.SC).Premo Employees were expecting to be the part of the bigger organization of Bring Citymail. However, their organization decided to continue with the previous Union agreement considering higher expenses of switching over to the same one union.(BM)"The night shift considers themselves as Premo and the day shift is still Bring Citymail ,However, the Company is Bring Citymail now. "(UM)

Dist.SC described that the reaction of operative employees to the Merger was not observed until one year. After that, employees were worried about the managerial level restructuring and circumstances. However, they did not exhibit any negative reaction initially regarding the Merger, but later they were worried and insecure regarding the jobs. (Dist.SC)
In the merged organization, working conditions are quite changed and Organizations are offering new and more services to their subscribers through their day and nights shifts.

They have widened the distribution tracks and have implemented the use of EBook, for exact information regarding job sign in and sign off timing. (BM)Now employees' responsibilities are increased and they are offering the personalized letter A-Post daily delivery service to their service subscribers.

Moreover, they have to follow many formalities with new increased services. Based on managerial and staff responses and 'provided information, following table illustrates the five influenced motivational factors e.g. supervision, working conditions and rules, job security, nature of work and change of responsibility in Post-Merger phase. Besides, top management has not implemented the expected change in status of employments as employees of merged organization, according to the staff expectations.

Post-Merger restructuring and Motivational Factors			
Factors	Changed	Not Changed	Change in Process
Supervision			✓
Interpersonal relations		✓	
Working conditions and rules	✓		
Change in salary		✓	
Status of employment		✓	
Job security	✓		
Recognition/achievement		✓	
Change in nature of work	✓		
Responsibility change	✓		
Future growth		✓	

Table 7 Merger effects on Motivational Factors [self-created]

4.6 Empirical findings of employees motivation and managerial role

Management expressed that realignment of distribution tracks is the part of their organizational routine adjustments and takes place after every five years. Therefore, the change is not directly related to the Merger. In fact, this decision is the matter of newspapers cost reduction (BM and Dist.SC)) and certain adjustments are more related to the financial issues than Merger such as reorganization of tracks (UM).Management response (BM) exhibits that "there were questions but employees' motivation but that did not change and we have very good figures at Branch (business turnover) and very low bill of the amount claimed(less complaints) .In fact the business objective even not affected by the Merger" (BM) Majority of the employees (6 out of 8) are fully aware about the value of motivation, being interrelated to employees and organizational success as well as growth. Regarding motivation, employees respond as following;

"What it has to do with company success? It has to do a lot, because if we are motivated the companies has good reports that enables the company to give more jobs because of the efforts We put in [....] if you are working for me for example, and you are not motivated so you cost me damages in company. Equally, it affects you as a worker ...so because of the effort and the motivation I am moving forward .No company can give job or contract, which dies(not survived) I believe." (An employee)

Precisely, management and workforce both are fully aware and consider the vitality of motivation as an active part of organizational competitive advantages and individual growth and success.

4.6.1 Supervision

Certainly, the Post-Merger integration is continuously taking place and supervision is the most crucial among them. The night shift comprises almost 40 and the day shift comprise 15 employees approximately that exhibits a huge difference in a number of employees and the supervision at night is more difficult task for Branch Manager, by managing distribution work, answering queries and managing other issues. On the other hand, the Unit Managers in the day supervise 1-2 units of the 10-15 workers in each. After the Merger, still supervision is the closest managerial level for employees and part of the Branch Manager's ‘responsibilities. (BM)

Branch managers have their direct link with distributors. However, managerial restructuring has implemented at higher-level management e.g., district, and regional managers. In the Post-Merger phase, Unit Managers and Regional Managers have to deal with the day and night shift distributors. The managerial hierarchical position has changed from pyramid to “more like a large house and wider.” (Dist.SC)“*As Unit Managers are not available at night shift, therefore, operation Coordinators are supposed to play the part of a bridge between both shifts by working at night shift. Distributors can contact Operation Coordinators and they contact the Unit manager for decision-making .However, this is not fully implemented yet as the Unit Managers requires some time to learn the experience of the night shift issues.”[.....] “The only thing has been lately being the question about the Br managers if it is either a service or as a role .that is only different between of them. If we should have a contract or we can move directly from service that is the only change that came lately but not due to the merge*” (BM)

Operation Coordinators have now taken the charge of BR responsibilities at night shift and coordinate with the Unit Manager at day shift. Unit Managers require some time to gain new experience of night shift management. In the day shift, there is no certain change is implement expect the Unit manager is now is not supposed to spend full working hours at one-day shift premises and they have to look after another workplace as well. (BM and UM)

On the other hand, the majority of employees consider Post-Merger organizational changes have not affected negatively on supervision or employee-manager relationship and for rest of them it has improved. They considered that the managerial role is appreciable for the employees to face the Post-Merger phase and resolving related employees.

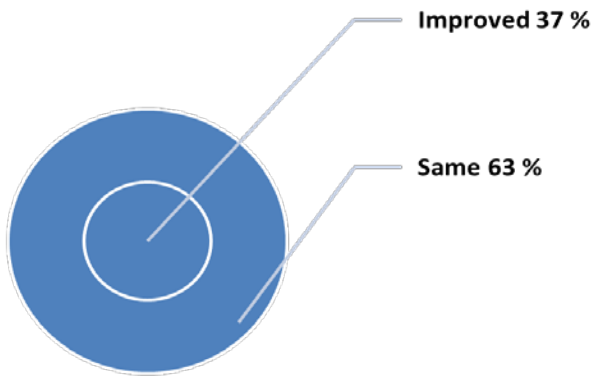

Figure 3 Post-Merger changes in Supervision [self-created]

"..Management is good and cooperative to help"... (Employee)

"..Management is trying to improve, we need to work more".... (Employees)

4..6.2 Interpersonal Relationship

Management considers that interpersonal relationship "does not make a big difference on their level of the organization," and companies are sharing resources without any organizational culture's conflicts.BR manager is the closer manager for employees and source of information for the Dist.SC that contacts them after communicating Unit Managers. (BM and Dist.SC).However, managerial level inter-relationship is formal, not face-to-face. The communication is telephonic or email based to perform all responsibilities in a professional manner. All of the employees are satisfied with clear and precise employee-management interrelationship. (UM)

According to the managerial respondents, there are two separate shifts and they do lack direct interrelation. Therefore, distributors remain apart due to the difference of work timing and have fewer conflicts among them. (BM)

The staff respondent's majority (5 out of eight), considers that their interpersonal relationship is improved and for other (3 out of 8), this factor is same good in relation to their managers and colleagues at shift. In context of the relationship with the day shift staff, most of the night shift staff considers that they have least interaction with them.

Employee No.	1	2	3	4	5	6	7	8
Interpersonal relationship	Improved	Improved	Same Good	Improved	Same Good	Improved	Same Good	Improved

Table 8 Post-Merger interpersonal relationship

4.6.3 Working conditions and rules

Both shifts of merged organizations are working parallel .After the night shift's end at 5.00 am. ,the day shift takes place from 07.00 am -05.00 pm and from 05.00 pm to onward is food home delivery service this is the cycle of work for 24 hours and business objective. Working conditions are quite changed, and particularly some changes i.e. tracks realignment, fixed working hours, for the purposes of i.e. the cost saving, reduced maintenance expenses and more steady income of employees without operative level termination. Both organizations have implemented the strategy of tracks realignment after the Merger. The track realignment is a routine process that usually takes place after every five years, considering the service subscriber numbers. The tracks have shortened through realignment considering the higher workload .Otherwise; the tracks need to realign in wider length in the case of less workload. However, after the Merger this change has taken place earlier than before in order to address the issues of lowering numbers of subscribers, other services, and the night shift workload. (UM)

The Dist.SC described that some senior distributors were hesitant to distribute letters and others appreciated it as an opportunity to have more work for their steady income. Some of the employees were concerned about why they were supposed to distribute things other than newspapers, as they were traditionally newspaper distributors so they wanted to become or stay as paper distributors. (BM)

“Distribution tracks are realigned and are wider now and employees have to work for longer hours in distribution. New system has implemented EBook sign in and sign off electronic process also and some senior employees are least comfortable with this experience.

Moreover, sometimes they experience inconvenience to use it outside in cold weather. Besides, in shared premises the stuff of previous shift is set aside in the beginning of new shift and the staff is least familiar with sharing same kitchen and facilities as a new adjustment.

” [.....] there are least changes in the organizations but their (Premo) working premises are moved with Bring Citymail Branch. Thus, they (Premo) are able to reduce expenses and cost for financial stability.”(BM)

In relation to the change in working conditions and rules, only one employee (1/8) considered it is same as before the Merger but for half of the employees (4/8), the rules are strict now as their distribution tracks are realigned in bigger routes, moreover, now they also deliver metro and A-post by accompanying proper sign in and sign off through EBook.

4.6.4 Salary

The salary is still according to Premo’s arrangement with the union, the difference is that distributors now have the opportunity to work for Bring helping with the sorting of mail. When doing the work they are still paid according to Premo´s union agreement but this agreement makes a difference between distribution and other work and sorting is considered as other work. This means they have an opportunity to make extra money as they did not have before. (BM) “*Only salary wise change can be observed at the level of BM and below that level, no change has occurred, yet. Even in the context of the status, improvement of status can be observed from the level of Branch Managers and nothing is changed below their ranks.*”(Dist.SC) on the other hand, for the staff, (7/8 Employees) salary is not improved and all the employees are on same pay scale. Only one employee has expressed that his salary is improved on the basis of increased working hours.

4.6.5 Employment Status

According to the managerial respondents (BM), “...employees were anxious about the uniform and transport vehicles of the Bring Citymail instead of using own private clothes and cars.

Before the Merger, employees were considering their moving to the new premises of Bring Citymail as an opportunity[.....] they are employed and still working with the same union contracts as before Merger." (BM)

The employees have not observed the certain status of their employment by switching in the same union of Bring Citymail and acquiring their identity or uniforms. In response of the question that either now entire merged organizations employees are working under the same merged organization officially, as Bring Citymail after Merger. *"No, we are still using the name Premo. Because we have two different agreements with union [...] if we (Premo) were going into Brings' union agreement, it is going to be lot more expensive in the night-time. And if they were going to move into ours (Premo) union agreement it would going to be more expensive for them, day time .They (Premo & Bring Citymail) decided to keep the organizations apart .the white collars people have now moved into Bring organization because they have separate agreement with 3rd union and blue collars people staying different in Premo organization and Bring Organization. (BM)*

According to the managers, there was no really difference in motivation or about the productivity of employees, however, they were anxious about the uniform and vehicles of the Bring Citymail instead of using private clothes and private cars by considering it a new opportunity.

4.6.6 Job Security

In relation to job insecurity, BM told us that operative employees were not suffering from the job insecurity at a prominent level and this factor was higher at managerial staff.

Moreover, in order to secure the employees' job, Union played the important role by negotiating the organization .The new management assured the operative employees job security and steady income through the assignment of certain working hours. (BM and Dist.SC) Dist.SC considered the job security of operative employees as the most important positive part and now they have assurance of more work with a steady income.

However, the Union of Premo has performed the major role in safeguarding and securing the stable job of operative employees. (Dist.SC).Thus, the ultimate solution to employees' job insecurity is settled and the change of job has implemented in a positive and improved sense .In

fact, for the steady income of employees, they are assigned bigger tracks and fixed hours. Now, people can accept this work as their main job instead of part-time. (UM)

The staff respondents(1/4th) described that Initially they were suffering from job insecurity and now all of the staff feels completely secure about employment as Union and Management have secure their jobs and working hours for stabilized income.

F**igure 4 Post-Merger Job Insecurity (Self-Created**)

4.6.7 Recognition of Employees

In night shift, BM used to appreciate the employees for their performance verbally (BM) and in the day shift, employees have a daily meeting with their UM each morning. Their employees have feedback of their performance accordingly, face to face in front of their teammate and colleagues. This is a source of appreciation for good performer and inspiration for motivation in other employees (UM).

BM explained that Bring Citymail offers better options on special occasions like Christmas. Premo offers opportunities of discounted fee for gym membership, affordable holiday cottages in North area and discounted ferries travel. Besides, Premo employees can avail opportunity of extra work for more income by sorting the mail for Bring Citymail in daytime.

Most of the employees are satisfied that management always encourages staff for their good work even same after the Merger.

"My manager Maria, she is contented with my kind of job because I had few or less complains so she told me that I am good so I think that words were enough for me."(Employee

Figure 5 Post-Merger changes in Supervision [self-created]

However, one-third of them do not consider so effective just for being verbal appreciation. Employees (6/8) considers that there is same recognition for employees as before Merger though it's just based on positive remarks of manager and supervisor. For least active employees it does not exist and lacks any reward or award.

4.6.8 Nature of Work

According to the UM after the Merger, nature of work for the employees of the day shift is same. On the other hand, Night shift has more services now and they do more kind of different work and services after Merger adaptations. Now, they have to deliver A-post and they have to implement more services during both the day and the night shift. (UM)

BM informed that now employees have new responsibility to distribute the A-post letters, apart from Metro paper and the newspapers. This service is time-consuming task being the personalized post. "The new services are pushed in the same time of work." (BM) "However, nature of work is a challenge to manage as newspaper distribution can be planned but letters are difficult to plan to be unaware of possible quantity. Therefore, changed work also affects the job quality and causes some complaints sometimes. "(Dist. SC)

All the staff respondents (8/8)have explained that nature of work is absolutely changed due to A-post-delivery , Metro and use of EBook are implemented with increased responsibility for delivering personalize post which is more time consuming than just newspaper distribution. A staff respondent maintained that, "Delivering A -post takes longer time than newspapers and

workers have to find the recipients' name, the floor, the door and top of all sometimes it's more confusing when no name is written in the EBook or missing on the name board. Such issues are de-motivational and even there is no pay for this work". (An employee)

4.6.9 Responsibility

The workload is increased for the night shift and they have to distribute the personalized A post, the time taking vigilant and more accountable task during the same working hours. This factor of motivation is somehow dropping the motivation level. A-Post distribution at night shift have affected negatively the staff particularly the senior workers as a new job task as they prefer to remain traditional newspaper distributors. (BM)

Management is also concerned that enhanced responsibility particularly have disturbed the night shift employees' efficiency. (Dist.SC)

The management is encouraging their subordinates by following their managers. They consider that A-post and Post-Merger increase of services affected the workload and responsibility of employees and management. The management is aware that work at Night shift is harder than the day shift. They guide, encourage, and support their employees for their hard work. They knew it sounds easy but it is not easy if one have not done it before. However, they also aware that it is not something new, as they had already distributed the MTD mail before. Therefore, employees and management can handle their extended responsibilities confidently. (UM)

On the other hand, the majority of employees (5 out of 8) have responded that after they have increased responsibilities due to new services. Some distributors (3/8) have considered this change as not a big difference in terms of responsibility. Moreover, all of them regarded the A-Post as the major change in their responsibilities.

4.6.10 Growth and advancement

Training is the part of growth but night shift have not been through this like the day shift that has an academy with certain kind of education for day shift work or promotion related. The night shift had a kind of similar but smaller than the day shift. Now this opportunity is same for them.

The course is not twice a year but depends on the level of employees as a leader like a preparation for the future. (UM)

According to Branch Manager, in Premo, a distributor can reach to the managerial level through a certain level of best performance and these opportunities are still there...A few employees now have the facility of distributing by bicycle provided by the organization. The Bring Citymail has more opportunities for their employees e.g. work clothes, health activities (BM).

The night shift staff can access the Bring Citymail Academy for different training and leadership courses for potential career growth opportunity. Moreover, there are certain managers in the organizations who started as a distributor and have gained a prominent place in the organization. The Bring Citymail being bigger organizations have more opportunities for employee's growth i.e. Unit Manage. Organization is offering more training opportunities as now there are two or more coaches in each branch. There are certain courses for the employees' growth and training for moving forward as new leadership. (UM)

Organization is motivating the employees to take new responsibilities as an opportunity and even have a soft corner for senior employees to offer them relocation in less A Post workload branches in case they still have any issue for the A-Post delivery service. (Dist.SC)

On the contrary, the staff respondents in relation to growth have various opinions i.e., not sure, same as before the Merger, increased and not necessary. Moreover, according to one employee, there are some issues like language barrier is the growth limiting factors in their organization but it is not linked to the managerial strategy and they need to remove the barrier themselves for reaching managerial rank.

4.7.Comparison of Managerial and Staff perceptions

The Post -Merger phase of organizational changes have reflected some negative effects in relation to the motivational factors of employees and managerial effective role have contributed the regain of employees motivation. Post- Merger job insecurity is completely diminished now with the managerial and union cooperation. Managers and employees are agreed that supervision in the progressive phase as restructuring process is still ongoing. Interpersonal relationship is almost same and a few employees consider them as improved, as managers are more responsive

than initial process of the Merger. Working conditions and rules are changed and stringent than before. Salary raise is not apparent though increased working hours are the source of steady income. The anticipation of staff for the shift of their status as employees of the newly merged organization have not implemented .This factor must be addressed to avoid dissatisfaction in the workforce. Nature of work has modified in the Post-Merger phase.

Organizational adaptations	Managers	Employees	Changed	Not changed	In Process
Motivational factors	2005-2010	1998-2014			
Change in supervision	YES	YES			✓
Interpersonal relations	IMPROVED	IMPROVED	✓		
Working conditions and rules	CHANGED	CHANGED	✓		
Change in salary of employees	SAME	SAME		✓	
Status of employment	SAME	SAME		✓	
Job insecurity of employees	NO	NO	✓		
Recognition or achievement	SAME	SAME		✓	
Change in nature of work	CHANGED	CHANGED	✓		
Responsibility change	CHANGED	CHANGED	✓		
Future growth (promotion)	SAME	SAME		✓	

Table 9 Comparison of Managerial and Staff perceptions [self-created]

Responsibilities have increased in context of increased work and new services. Managerial effective contribution is vital to overcome the motivational issues of staff. Post-Merger motivational issues are not completely managed till now. However, we have not observed any big difference in the perceptions of employees and management. They are have same opinion on all aspects and this factor exhibits that employees-managerial mutual relationship is very close and clear.

4.8 Case Observations

Observations are effective research method in different ways e.g. to examine “nonverbal expression of feeling” or mutual interactions, to understand the way people communicate with each other, and to see the time is spent on certain deeds. (Schmuck, 1997).In our study, method

observation has helped us to understand the behaviour and mutual relationship among managers and staff respondents. This observation has helped us in certain behavioural aspects, other than verbal discussions. We are able to understand that the managerial respondents were quite close and clear in a relationship with employees as a team. The staff has direct and immediate contact with the manager or supervisor. Employees are convenient and conveniently address their manager by their first name for mutual conversation. The workplace is the shared premise for managers and employees as teammates without any prohibition to enter or exit. During managerial interviews, we observed that the Branch Managers was more concerned about the night shift team. On the other hand, Unit Manager of day shift was using the word “my team” exhibits the close managerial relation towards their team workers. We have observed that operative employees have quite positively responds about the managerial behaviour and supervision. Employees are quite satisfied with the organizational decision and change of Merger. They consider the Merger a source of survival for their company and their job security. Employee respondents did not mention any expectation for the salary raise though most of them considered the extra responsibility, particularly A Post service is difficult or time-consuming. Moreover, there were some simple desires of distributors. Sandwiches, gifts and Christmas dinner as suggestions for the recognition as treat.

4.9 Success of the Merger

The Merger in the organization have taken place since 1st January 2014, and employees were informed after a few months (Dist.SC) as the management was not fully informed regarding certain aspects of integration. Different managerial styles and less open and clear communication opportunities for an employee-manager relationship also affect their interrelationship. There are also major communication issues due to managerial levels restructuring in administration that is negatively affecting the communication system at the organization. Sometimes information lacks the effective communication in the new managerial hierarchy network due to the restructuring process. Managers are least familiar with the new communication and network system that can possibly affect negatively on organizational or managerial performance. Besides, the increased responsibilities are contributing in-efficient information and communication within top and middle management from managerial level lower level and from manager level to the District

Office. In fact, the change in the hierarchical system has a strong impact on the information system and communication from the top level to operative employees. (Dist.SC)

The organizational objective of Merger is to overcome financial issues by working parallel and sharing resources to reduce cost for the competitive business advantages. Besides, employees are expecting the more harmonized workplace environment. Therefore, the change of Merger is contributing dissatisfaction, uncertainty and insecurity in employees.

According to UM,"....every good and bad change allows insecurity...either it is personal or work-related it does not matter. If you know what and why is happening the insecurity will turn into good....." (UM)

The managerial respondents maintained that the success assessment of potential objective of the Merger is on the part of higher-level management and the Board. Moreover, their managerial strategy has focus to make their organization more successful. The Dist. SC yield the employees' issues are not fully resolved yet and management is determined to resolve them in best possible way and following the rules. Management is confident for successful achievement of the potential goals and claims being the pioneer in distribution industry to implement such organizational transformation and successfully managing the day and night shift. They feel more confident as "Some companies have tried to copy the idea of working 24 hours and earn more money." (Dist.SC)

5. Analysis Chapter

In this chapter, findings are interlinked with focused theories of the topic to understand the certain link between them and illustrate the conclusion.

In our study, through research primary data we followed to understand the managerial work process and have selected the observational method to understand the organized explanation of managerial and employees' activities and their role in real organization (Easterby -Smith, Thorpe & Jackson, 2012, p. 5)

5.1. Influence of Merger on employees 'motivation

We have analysed the empirical findings of our research and found the certain impact on employees' motivation in Post-Merger phase.

5.1.1 Organizational objective of Merger

In our organization was seeking reduction in e.g. cost, maintenance (BM).On the other hand Bring Citymail case study, the Merger was aimed to achieve synergy by following economies of scale and scope. Premo as was focused to offer the daily A-Post delivery to their existing and potential subscribers (UM).We have observed that organizations were more concerned in attainment of their objectives of Merger. Mostly companies value M&A as effective strategies to develop business and attain share in relevant market, for entering the global markets through minimum research, period of time and less investment. (Walker and Price, 2000).

Therefore, at the initial Post-Merger stage, rapid restructuring has taken place at managerial level with least planning to retain their skilled and talented managers. Employees are the force to implement the organizational business activities of the merged business firms in Post-Merger phase. Consequently, their emotional link and recognized job security for merged organizations are specifically valuable. (Rosa Chun, 2009)

5.1.2 Motivational factors awareness

We found that staff's motivational factors are equally valuable for research respondents to attain competitive business advantage and individual success. Additionally, effective communication and information is essential for enhanced understanding of organizational objectives .We have observed that certain organizational changes are based on cost efficiency but employees are

referring them as Post-Merger effects e.g. tracks realignment due to lack of organizational communication.

5.1.3 Equal growth opportunities

According to the BM, organization prefers promotion or appointment of the manager from employees of Bring Citymail only. Therefore, growth opportunities are reduced for the Premo employees to reach managerial level. This motivational factor must be addressed through uniform rules and certain merits to attain promotion.

We observed that after Merger both organizations must follow the same criteria and merit of growth for all employees. In merged organization of Bring Citymail, employees of night shift are lacking the equal growth opportunities after Merger.

5.1.4 Effective role of Union

Empirical information exhibits the important and effective role of Union in the Scandinavian setup for the safety of the employees' rights .In our research, the secondary data comprising the available literature and outcomes does not exhibit this kind of protection in other region of the world. Therefore, job insecurity in the study was not higher in employees' respondents even at initial Post-Merger phase.

They were aware that the merger is taking place with the bigger organization and they can have access to more opportunities in future. Almost one third of respondent employees exhibit their insecurity about job. Later their Union and merged organizations ensure the safety of job and this factor has not contributed further de-motivation in employees.

5.1.5 Complexities of Motivational factors after Merger

Employees are aware of a certain complications of Merger e.g. diverse cultures or organizational culture conflict, initial phase challenges and shared resources or workplace. The staff considered the Merger is an essential remedy of their organizational revival.so they have welcomed this change as opportunity for their financial career and revival of their organization. Organizations are more focused on their financial objectives and overlooking the employees' strong expectation of being part of one merged organization of the Bring Citymail. Organizations have not overcome this factor due to high switching cost for Premo and Bring City mail. The status of employment is important factor of employees' motivation. We have attained the managerial response that unfortunately this aspect is still unable to be managed strategically and can affect

their motivation negatively. Staff respondents suggested that the both merged organizations for collaboration and working together to achieve the goals.

Mergers research is pertinent that the organizational change experience often comprises the risk to misbalancing certain levels in staff e.g. relationships, standards and status (Marks, 1982).In Post-Merger, certain changes are visible in most of motivational factors of employees. A change is always followed by some sort and level of uncertainty that might affect and reduce their capability of control sense. (Eilam and Shamir, 2005).Moreover, the study reveals the fact that employees have the capability to learn from their experience by transferring certain knowledge and practical learning and enable themselves through grasping and utilizing new knowledge more effectively . (Schilling, Vidal, Ployhart & Marangoni, 2003)

After the merger employees have to follow certain new rules .They consider that rules are more strict for discipline including i.e. EBook sign in and sign off, fixed time for job. (Employees)Change in responsibility is the factor of motivation is also affecting the employees' motivation. The more work is the source of more responsibilities and A-post is a major responsibility according to managers and employees, being personalized and for assured daily distribution. Even managers consider that apparently A-Post delivery service is easy job but the fact is contrary. However, there are some positive aspects are also visible as supervision is improved and employees' issues are listened with deep attention to resolve their issues.

Employees are satisfied with their supervision, interpersonal relationship and employee-manager relationship. In fact, they consider that this relationship is improved in Post-Merger phase, as managers are keen about their concerns. Achievement or recognition in both organizations prior and Post- Merger are based on verbal and face-to-face feedback of close managerial level. Working conditions are quite improved by realignment/reorganization of distribution tracks and fixed working hours. Now workers are becoming more aware day-by-day being more experienced in relation to the organizational changes. Nevertheless, there is need to more explore the effect of change on employees experience and their possible reactions in relation to their organization. (Meyer et al, 2011).

5.1.6 Effective role of employees

In this Scandinavian setup of Premo (Swedish) and Bring Citymail (Norway) exhibits the Swedish culture and most of employees are mostly Swedish. We have observed the strong

affiliation of employees for their organizations and managerial staff. Hyder & Fregidou-Malama (2009) insist that especially in Swedish organizational culture, the certain feeling of being the part of the team is essentially important .All of the managerial and majority of the staff respondents have strongly agreed that motivation caters immense importance for employees' job performance, successful career growth of employees: organizational competitive advantages and corporate success.

They also maintained that organization cannot attain their target mission and goals without motivated employees and employees cannot continue or flourish their existing career without motivated competitive performance. (Employees)In fact, employees' response imposes certain influence on entire organizational performance. (Bhal et.al, 2009)

5.1.7 Contribution of employees

After Merger nature of work has changed as organization offers new services to attain business objectives .A Post personalized job as a new service and responsibility has modified their work itself. Managerial and staff respondents are equally agreed that new service is different and tough task to manage in limited time. Top Management must attain the employees' feedback to develop strategic plan for successful implementation of new services in order to attain leading place in related industry.

Based on the professional and practical experience, distributors can share certain information to improve service and efficiency. Participation can enhance the motivational level as well. Employees are the vital source of goals attainment for organizational objectives whether for competitive business advantages or in recovery phase for business survival. No organization can survive by ignoring the human capital in their organization. In order to implement successful organizational change of Merger, Top management must enhance effective communication and relationship with operative employees.

It will be improbable that workforce exhibit their commitment in the absence of motivation (Islam & Zaki, 2008)

5.2 Managerial role for employees motivation

We have analysis according to the empirical findings that employees do not have access to the top management. They get very information, organizational objectives, their tasks assignment, appreciation or recognition, feedback, change in responsibilities/work, new services, certain restriction for time limits and all organizational information through their supervisors and managers. Management has to face the certain challenges with the capability to manage complicated and comparable adjustments. (Pettigrew and Whipp, 1991)

They have to foresee and manage different reactions to the new circumstance in relation to employees. (Meyer et al, 2011)We have observed in our study that Managerial and supervisory role in motivation management of employees is the important factor to implement the organizational strategies.

Managerial staff is the source of link between organization and the workforce. Managers are playing the role of the bridge between employees and organization to achieve the objective of aim, as employees do not have direct access to the top management. Employees are fully aware of organizational objectives and know their organizations expectation from them through their managers. Managers are fully aware that motivation of employees is the key source of successful attainment of corporate objectives of Merger. They are supervising the employees to convey the organizational mission and guiding them about the expectations of their organization.

Task assignment is important part of managerial daily job routine. In the night shift Branch Manager, assign certain tasks to the distributors. These tasks are distributed by assigning the distribution tracks and there is certain criteria based on seniority level to have first right of choosing own distribution tracks .precisely, the tasks are assigned in neutral and fair workplace environment to safeguard the employees' motivation. Feedback of employees' job performance is a source of inspiration for other employees and direct achievement of the best performer. In the Post-Merger phase, employees are getting effective feedback and consider those verbal remarks effective for their motivation. At night shift BM and in the day shift Unit Managers have direct interaction to provide supervision and feedback based on employees' performance. The merged organizations have difference in pattern and style of management which can impact on employees of merged organizations. After merger the difference of supervision is comparable in

both merged organizations as Bring Citymail managers are least aware of night shift issues and will require some time to attain awareness and capability .Therefore, night shift employees might have to face certain issues in this regard Organization is offering more training opportunities as now there are two or more coaches in each branch. There are certain courses for the employees' growth and training for moving forward as new leadership.

The interpersonal employee-manager relationship in the organization is direct and considered as more improved in the Post-Merger phase. Therefore, managers are capable to convey certain changes in employees' job and rules effectively. Moreover, employees being aware of the expectation of their managers and organization are performing their best to fulfil their assigned jobs timely. Managers have informed their employees for their responsibilities to make effective implementation of their organizational responsibilities According to the Herzberg (1966) in order to eliminate the dissatisfaction managers must have to[1];

- Improve ineffective policies of the organization.
- Manage supporting, effective and non-aggressive or friendly supervision.
- Establish and manage respect for all team members for interpersonal relationship.
- Manage competitive income for employees
- Provision of job status and considerable job for all employees.
- Ensuring the job security

For building the motivation level than management has to focus on "job enrichment" (Ibid)[2];

- Creating possibilities for success.
- Recognizing the contribution of employees.
- Task assignment according to employees' talents and proficiencies.
- Assigning sufficient responsibility to every employee as team worker.
- Ensuring the growth opportunities.

[1] (www.mindtools.com)
[2] (www.mindtools.com)

- Managing training and progress to help them for personal goals

Motivation Factors	Strategically managed	un-addressed	In Process
Change in supervision			✓
Interpersonal relations			✓
Working conditions and rules	✓		
Change in salary	✓		
Status of employment		✓	
Job insecurity	✓		
Employees' recognition/achievement	✓		
Change in nature of work			✓
Responsibility change			✓
Future growth	✓		

Table 10 Post-Merger Motivation Management

In Post- Merger integration the managerial strategy comprises these factors for successful goal attainment. We have presented the effective management of employees' motivational factors by the management in above table in context of our case study. The study exhibits that management is quite focused to improve supervision of employees, particularly for the night shift and operation coordinators, are appointed to sort out certain issues of night shift workers. The managerial strategy considers the necessity of bridging relation, which is trying to be addressed through new restructuring of the organization. The staff respondents have appreciated that supervision remain satisfactory for them all the time and they are also satisfied by the Branch Manager's effective role. In this Post-Merger study, managerial role has proved effective to overcome the employees' issues and raise the bar of staff motivation.

Some motivational issues are in the process of management. Now Improvement in supervision through restructuring of the managerial hierarchy, change in nature of work and managers are managing responsibility through verbal appreciation, support and encouragement. The status of employment is not changed according to the expectation of employees.

Top Management must address this issues to diminish and possible and negative effect on employee's motivation. Most of other factors, working conditions, salary, job insecurity, appreciation and future growth are, being managed effectively than initial Post-Merger phase. The management considers that effective information and communication system in the organization is necessary for successful organizational performance and effective management in the new restructured system.

5.3 Empirical facts and State of Art key finding

We have presented a table comprising the "state of art "literature theories with key findings. During the data analyse, we have observed that these key findings are relevant and strongly linked to all aspects of focused research e.g. Post-Merger integration, motivational factors of workers and effective managerial role for the success of corporate objective.

The illustrated key finding of table is being described in below paragraph for clear understanding. (Bhal et.al, 2009)

Authors	Key findings relation	Link
Theory of Hertzberg (1966)	This theory focuses the motivational factors of employees' motivation inline of organizational objectives and aim. In our study, we found that these factors are effective even in Post-Merger phase for successful objectives attainment and motivated workforce.	✓
Jemison & Sitkin, 1986; Schweiger et al, 1987	Their research comprises the key finding that stressful anxiety of uncertain circumstances of employees and progressive merger associated changings affect motivational level of employees. In our case study of Premo and Bring Citymail, employees were suffering from uncertainty due to rapid managerial level restructuring. Moreover, Post-Merger organizational changings has resulted in motivational issues and become apparent later (Dist.SC)	✓
Buono & Bowditch, 1989	Unwillingness or inability of top management to communicate adjustments with work force is also a cause of changing motivational level and employees were informed about Merger after few months. (Dist.SC) though, employees responded the Merger of their organization positively but lack of information has contributed uncertainty and ambiguity at workplace	✓
Genevičiūtė-Janonienė & Endriulaitienė,2014	Effective commitment has positive impact on organizational responsibilities. Soon after the Merger, employees were having strong commitment and motivation so they accepted the major organizational change willingly. Furthermore, they exhibited the 'professional attitude, skills and retained in their company even after merger.	✓
Brzeziński, & Bąk, 2015; Juchnowicz, 2010	Three-combined performance associated dimensions of employees i.e. cognitive, emotional and behavioural commitments are effective for motivated employees. After the Merger, employees performed their jobs beside the change in nature of work and increased responsibilities and assigned tasks were managed effectively. During their interviews, they responded emotionally for the survival of their organization and consider the effective managerial role before and after Merger as well. In Post-Merger Phase, they are able to recover the motivational issues with effective managerial contribution and wilfully performing the increased organizational responsibilities.	✓
Frankovsky et al, 2009	Authors have mentioned in their study that Post-Merger, rough decisions making can have negative impact on organizational survival. We found that initially organization made rough decision without retaining the skilled site managers and later they have negotiated to cooperate with the Union for employees' job protection for organizational success and Merger objectives. (Dist.SC)	✓
Osarenkhoe & Hyder, 2015	Effective leadership , forward thinking approach, staff involvement focus on customer, effective management-employees neutral, communication with employees are essential for successful merger. Otherwise, organization cannot attain the competitive business advantages. We found in case study Manager now more listen the employees to address their motivational issues and problems. (Employees) They encourage them verbally and provide them	✓

	feedback face to face on their performance in daily meeting (BM &UM)	
Kummer, 2008	According to Author, motivation and commitment helps to retain employees even in the Post-Merger phase. Management must essentially prepare integration and retention plans and value their key employees. In our case study, managers are now being appointed under new union agreement after Merger. Organization can retain the skilled and talented employees by repositioning them in relevant suitable post and designations.BM is now appointed in HR department and operation coordinators can enhance the day and night shift involvement by communicating with UM (BM & UM)	✓
Islam & Zaki, 2008	Enhanced productivity does not comprise just e.g. customer service and technology. Success also depends on employees as implementing team. We observed that staff is the Source to offer new services of the merged organization particularly t as A-Post .Thus the Merger objective and success also depends on operative employees to attain organizational goals as implementing team.	✓
Shook & Roth, 2011	We found the key finding quite relevant to our Case that employee issues creates vulnerable workplace. Managerial effective role to regain the employees' motivation has contributed and addressed the motivational issue of employees.	✓

Table 11 State of Art theories linked with study [self-created]

5.4..Effective Managerial Strategy for Merger

According to our research model, we aimed our study to focus on Post-merger restructuring and integration process of merged organizations that exploit the operative synergy and enhance competitive business advantages.(DePa8mphilis, 2009, p. 18 ; Devos et al, 2009).During the analysis, we have linked and reviewed the empirical finding of our study with literature and existing theories. Based on these well validated and emerging key findings we are able to recommend a model of effective organizational relationship. Organizations must enhance their communication and effective information system to attain theBusiness objectives of Merger, successful managerial strategies and employees 'motivation. We have found during analysis that employees motivational factors are neglected by their organizational rapid restructuring,

inefficient communication and unwillingness to inform the operative employees about organizational change of Merger.

Through empirical data, we found that employees have certain issues related to job motivation. The motivational factors have not managed and developed as demotivation in in employees. As the de-motivation was hurdle to achieve the objective of the merger, therefore organizational managerial level effective strategic role proved effective to regain the diminishing motivation of employees. However, we found that if organization would have implemented the relevant strategic policy from the beginning then it could have proved in higher motivational level of the staff from the initial stage as employees were already cooperative for the survival of their organization. Their positive attitude exhibits their strong organizational commitment with the organization.

HR managers can assign their workers right jobs based on their capabilities, accommodate their new or modified business plans, help them to adjust themselves in changed environment , and confirm clearly developed goals communication with the staff. They have to modify and design effective strategies to replace ineffective existing programs. Their role is influential to contribute in employees shift from the organizational workplace to new Post-Merger modified work environment. (Shook & Roth, 2011).We recommend the effective organizational relationship development is the source for the achievement of the organizational objectives competitive corporate advantages. The effective two-way relationship can be establish through the vital role of managers by following the below mentioned strategy. Managers can communicate the business objectives, mission and targets for competitive business advantages from top management to the operative employees. Manager has the responsibility to convey the expectations of the organization towards their employees. Well-informed and well-communicated employees are more capable to contribute the business goal attainment as active teammates.

- On the other hand, managers being close to the employees ‘can attain their constructive feedback, suggestions and effective knowledge based on business operations’ experience. Managers can communicate the knowledgeable information with top management for devising more successful and effective business strategies i.e. Cost-efficient production, effective service provision .Moreover, employees’ expectations towards their

organizations are necessary to be forwarded to the top management for implementing successful business changings and deriving the effective HR strategies.

This relation and vital role is applicable for all organizational objectives, successful Mergers, and competitive business advantages. Moreover, employees will be encouraged being the effective and active part of the organization. Besides, they will possess enhanced motivation for personal and organizational success.

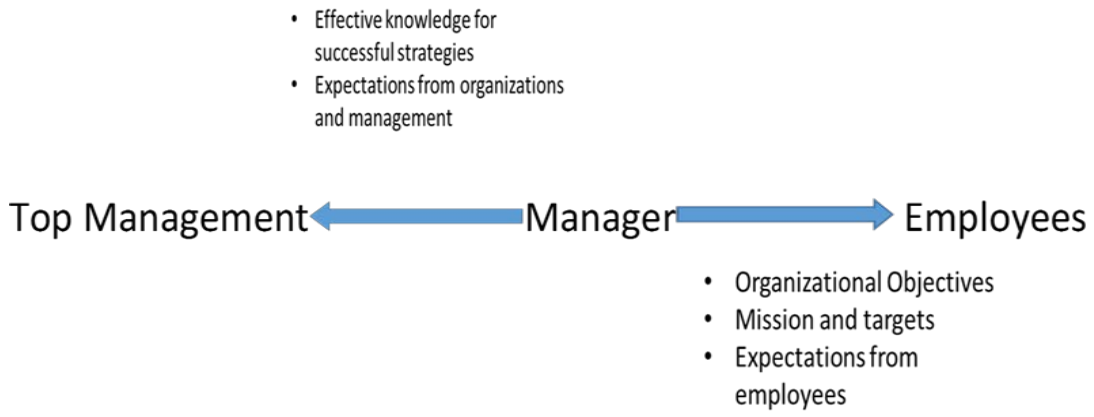

Figure 6 Successful organizational relationship (self-created)

6. Conclusion Chapter

The chapter includes the assessed research questions, presentation of the outcome of case study as well as the research limitations and future research recommendations.

6.1 Addressing the Research Question one

The initial objective of the study has focus to observe employees' motivation affected by Post-Merger integration and the effective managerial role to overcome these issues. We found that the effective management of motivational factors is the key to success. Organization by overlooking the certain impacts in Post-Merger process will dispossess of the employees' job satisfaction and other competitive advantages. This paradigm is also compatible with the modern and global business standards. (Uehara, Yamashita, & Ohno, 2009)The outcome reveals that Merger is the organizational change decided at the Board level and operative employees are not informed about integration process. Their role is considered limited to administration and implementation of the certain business operations. During the adaptation phase, employees have to fulfil the enhanced responsibilities of merged organization and restructuring have to take place for the administrative and operative level. Particularly, the identical organizations in the horizontal merger have same parallel systems and managerial hierarchy requires to be restructured and creates uncertainty at the managerial level which possibly can impact on their leadership style. Their close managers and supervisors motivate employees and do not have the direct access to the Board level decisions about organizational changes and integration process. They seek information and motivation from the managers and supervisor to understand their organizational objectives. They must be informed about all organizational changes, and process of harmonized workplace to be well committed and motivated staff. The merged organizational structure, business procedures, dimension or evaluation systems, recruitment process, and incentive schemes can contribute the acculturation at workplace. Therefore, changes must be slow or should stop for a while and must be adapted considering the ease of employees' adjustment among all these organizational aspects instead of following the hastiness of leadership. Managers must seek the timely feedback regarding combined change in structure and process. (Marks & Mirvis, 2011)

In the Merger, lack of communication and information increases the insecurities of the workforce. The managers must answer their insecurities about what, why and how is happening. Otherwise, their insecurities will affect their motivation and job security and lower the job efficiency. The organizational post M&A integration process, exploitation of the employees' motivational factors develops dissatisfaction and demotivation. In-effective managerial communication and unanswered queries of the workforce are the major causes of the negative reactions. The organization may have to manage certain issues related to the merging system and culture, service quality issues, lowered motivation in employees, loss of key personnel and focus on long-term objectives (Booz Allen & Hamilton, 2001; Cartwright and Cooper, 1994; Datta, 1991; Hunt, Lees, Grumbar & Vivian, 1987; Weber, 1996).

6.2 Addressing the Research Question two

Certainly, the Merger is the turbulence organizational phase and managerial role is more crucial and important during integration process of the organization. The mediating managerial role can effectively motivate workers during this period and they must contact each employee one by one, ask, listen and answer their insecurities individually .This is a unique quality of good manager to help own workers in finding their job satisfaction and motivation during the adaptation period of Merger. (Kreisman, 2002).Employee-management, effective communication can increase their job motivation. […...]The effective communication for positive management–employees' relationship is essential and employees must be informed about nature and the process of work during job assignment. Moreover, Managers must also convey workforce about organizational motives and objectives to assign their employee's certain job. (Wright, 2007)

The research has helped to explore that Mergers are still implemented for potential organizational objectives and employees' perception or contribution is not considered important for developing integrating strategies. Employees are anxious to be an active part of organizational change through direct contribution of their feedback. Management has certain policies to implement for organizational objectives and employees being the operative force are more knowledgeable about the positive and negative aspects of practical business operations. They can provide their feedback or suggestions for cost effective production or services, techniques and tips based on their practical knowledge and information. They can also inform the management about the extent they can effectively cooperate in organizational success. Their

feedback and suggestions are very useful for effective managerial strategy development that contributes to enhanced motivation and commitment of employees. The failure rate of the Merger will be lowered by considering the value of the internal stakeholders of the organization as active teammates. Day by day, most of the well-organized business organizations are readily preceding transformation for their excellent and competitive organizational performance. The process of change for outclassing outcomes is being managed comprehensively and by involving people. Organizations must be well prepared for the change of transform, modify and evaluate for surviving, maintaining and flourishing in the marketplace. The change is, in fact, the process of modifying the organizational system by considering business aim and expectations. Organization has to develop certain process and planning for effective and efficient change management. (Brzeziński, & Bąk, 2015; Stabrya, 2011) Workers must be informed for all integrations in the organization .In fact, when they participate in redesigning organizational policies through feedback or suggestions then their peak motivation and enthusiasm will guarantee the success of their organization.

In order to resolve motivational problems, employees are the best source of information themselves. They must be inquired in regular terms about what motivate and makes their motivation persistent for their work. Then, based on the information, management can redesign job, pay scales, modify workplace or change appreciation pattern for their job performance. However, this is most important that managers must restrain to assume that factors of their own motivation and employees' motivation are same in nature. (Wessler, 1984)In organizational change managers as leader have to manage certain difficult decisions of employees' dismissals and corporate culture integration and information management is indeed a huge challenge. Organization must authorize the managerial staff to help their new employees for corporate and culture related dissimilarities. (https://hbr.org)

6.3 Theoretical Implications

Theoretically our study provides the information that Mergers are influential on employees' motivational aspects through restructuring process and certain changes in their motivational factors. Therefore, findings support to consider a better strategic planning to implement Merger without affecting the motivational level of employees. The study supports the findings of

Herzberg (1966) that motivational factors are effective for job satisfaction of employees and organizational success. The study also confirms the theories of Willy (1997) and (Bhal et.al, (2009) findings that motivational factors of employees change periodically and relies on various factors. Therefore, continuous research is mandatory for the factor's observation. We have illustrated motivational changes organizational change of Merger' influential effects on motivational level of employees in following table .Research of the Merger can incorporate motivational factors in reaction assessment. Moreover, Managerial role is influential for employees' motivation (Bhal, et al, 2009)

We have extended the theories of Islam & Zaki (2008), Shook & Roth, (2011) and Brzeziński, & Bąk, (2015) that Managerial development plan must comprise the influential factors of employees 'motivation and these plans require employee's involvement for the success. There is need to reorganize the Human resource practitioners and managers' role considering their vitality for strategic decision-making in the organization (Shook & Roth, 2011).We have recommended the successful organizational relationship concept that emphasizes more effective role of managers and supervisors for effective information and communication system between Top management, manager and employees.

The study highlights importance of effective communication and information system in organization to maintain the motivation of employees through their involvement in organization. High turnover rate will decrease and skilled staff will stay longer in the organization. Workplace can have harmonized atmosphere and from top management to operative employees can work as a team to obtain organizational goals. Moreover, ,in bigger organization social relations and face to face communication are rarely expectable , only managerial close knit network with employees is a source of harmonized workplace and motivated workforce.

Socially this concept will enhance the self-esteem of operating worker and they will work more efficiently. When the opinion of employees will be considered important their morale will be higher being involved and respected by their employers or top management. Thus, working as operative employees will be considered as important and respectful job.

6.4 Outcome and Managerial Implications

Our research demonstrates that Merger is the huge organizational change affect the motivation of employees through restructuring, adaptation process, ineffective communication and lack of information provision to employees. In fact, a successful organizational system is based on a chain system comprising top management/owner, managers and operative employees.

Top management ⟷ Manager ⟷ Employees

Figure 7 Organizational relationship source [self-created]

Managerial role is to bridge the gap between among the top management and employees through relationship management for successful business process and human resource management. In the process, top management conveys organizational objectives, business targets and expectation from employees to their managers. Manager process all the information by communicating the operative employees for corporate success through effective managerial role. Employees communicate their knowledge of their skills and working experience for corporate / managerial strategies and own anticipation towards management or organization. Workforce participation enables organizational transformation in knowledge creation and implementation through help and complete involvement. (Sirková, Ali, Ferencová & Safarik, 2014; Pietrasieński, 2011).Managers are the chain link and through effective managerial role manage for organizational and employees success. They provide the information about the organization objectives and its expectations from own employees. Therefore, managers are the reliable key informant of reliable and the managerial system offers certain tools of assessment system of progress and financial incentives. (Brzeziński, & Bąk, 2015)

Operative employees are active teammates and a source of organizational objective attainment. As operative employees possess experience of operational procedures and their knowledge and suggestions as feedback can be beneficial for the organizational decision of purchase, policy making and designing services. Therefore organization must consider their participation in organizational decision making through the middle management and supervisor. Organizational change of Merger and other modifications can be implemented successfully. Thus organization

can take advantages of e.g. cost-effective production, value-added service provision, and least maintenance expenses.

Thus high turnover rate of skilled employees will diminish and quality of products and services will increase through motivated and committed employees. Moreover, in case, the merging organizations do not communicate the cause, objective and certain integration process of the organizational change with the employees than the ambiguity can create uncertainty and de-motivation in employees. In fact, Mergers are suitable business strategies and financial remedies to cure and flourish corporate performance. However, implementation requires careful approach: strategic long-term planning and cooperation of entire organizational team. The objective of Merger cannot be achieved without effective communication and information management from top to bottom level of the organization. Moreover, change of Merger is also a great source of organizational culture change besides assignments of new roles for existing managers and employees.

Therefore, training coaching and leadership courses are essential responsibility to prepare the managers, supervisor and employees to perform their roles effectively. Caution is also necessary while restructuring for integration to avoid loss of talented and skilled managers & employees. Organization must also essentially plan to improve the interpersonal relationship for harmonized workplace at all levels. The organizational culture and managerial style differences can keep the merged organizations apart in groups and will effect on the organizational commitment of employees. Managers must develop the effective strategies and ease the stressed Post-Merger phase environment to facilitate adjustments for successful integration process .Merger is assumed devastating ,however can be turned as motivating change by channelizing and managing effectively in positive and productive manner. In case the managerial strategy is effective and facilitating, Post-Merger issues will be changed as a positive experience for the motivated employees. (Mirvis, & Marks, 1992)

6.5 Limitations

We have gained certain knowledge of the relevant area of the research to serve the aim of study and research questions in a justified manner. However, there are certain limitations of the study. In this case, example, the research is more focused on courier service business, therefore, seems

more relevant to courier service industry than other business segments. Moreover, the major limitation is that, we could not have the response of the day shift operative employees to know their perception about the interpersonal relationship with night shift workers and shared workplace. Interpersonal relationship is important for the harmonized workplace .By accessing the day shift employees' perception; we might have been able to attain some knowledge in relation to the mutual interpersonal relationship of two merged organization's employees.

6.6 Suggestions for the future work

This study of Post-Merger effects on employees motivation and management by focusing the two-way viewpoints of employees and managerial respondents can enhance certain information of employees' motivational issues .The research findings can contribute certain knowledge for business management students, managers and business organizations to enhance their knowledge. Through such kind of research, the failure rate of Merger can be reduced and overcome gradually. Finally, we recommend that the study of Merger implementing this case and other organizations must be repeated in different phases and over the time, to observe development at all stages. The later study can contribute enhanced knowledge of the change in employees' motivation in developing phase over the time and enable to know effective managerial strategies for successful integration in depth. Future research must more focus the operative level employees instead of just highlighting the top managerial level issues and organizational objectives.

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Appendix I

Interview questions for employees

Name :

Post:

Tenure of Employment:

Q: Since how long you are working in this organization?

Q: When were you informed about merger in organization by management? And what were your immediate reaction to this information?

Q: How workers' motivation is necessary for job performance and success of the company?

(Hygiene factors)

Do you see any change in your supervision? if yes than please describe is it negative or positive

Interpersonal relations and interaction with colleagues is improved or worsened? And how can you say that?

Are you satisfied with new working conditions and rules? What do you like/dislike about it?

Did you see any change in salary or pay scale? Are you satisfied with it?

Is there any change implemented in your status of employment? What it is and how you feel about it?

Did you face any Job insecurity during merger phase? Why? How this issue was handled by the management?

[Motivation factors]

Do you see any difference in employers' rules for employees' recognition or achievement? How you consider this change?

Did you observe any change in nature of your work? If yes than do you like it or not, please explain it?

How you feel sense of responsibility is affected by this change?

How you think new rules have any impact on employees' future growth (chances of promotion/salary increase etc.)?

Q: How close and clear interaction you have with your manager?

Q: how your manager or supervisor encourages you and other employees to motivate for better work performance?

Q: What kind of actions, behaviors, or workplace events can make workers unsatisfied at job?

Q: How difficult is merger for employees and management in any organization?

Q: How merger a good change in your company or not and why you think so?

Q: How management overcome employees' issues during merger? How successful they been in their strategy?

Q: what you want to suggest your manager and company to do for staff's job satisfaction?

Q: would you like to add any information/say something we missed to ask for?

Appendix II

Semi structured Interview questions' list [Managers]

Name:

Designation:

Tenure of employment:

Q: Please describe the detail of merger about merging companies and their (potential) objective of merger. When it was decided to implement?

Q: How & when organization informed the employees about M & A decision?

How was their immediate reaction when they were informed about merger decision?

Q: How motivation of employees have any role in employees' productivity and organizational efficacy?

Q: What certain changes are made by the organization in relation to employees in these aspects? And how employees reacted to these modifications?

Supervision

Interpersonal relations

Working conditions

Salary

Status

Security

Q: Have any certain changes implemented in strategy regarding if yes please describe it?

And what were the reactions of employees?

(Motivation) Recognition/achievement?

Nature of Work

Responsibility

Growth/advancement

Q: How these changes have any impact on their Motivation? Please describe.

Q: What actions, behaviors, or workplace events would limit or destroy staff's workplace motivation in your perception?

Q: If there was observed any negative impact on employees' job motivation than how organization have strategize their policies to recover or enhance employees' Motivation?

Q: How new strategy helped to overcome employees' issues?

Q: What is managerial policy about employees-management interaction and relationship? Can you suggest improvements for harmonized workplace?

Q: To which extent, organization is confident about the success of recent M & A and why?

Q: How merger of an organization can influence employees' motivation? How this is a difficult situation for employees as well as for the management?

Q: How successful managerial strategy of organization been to overcome employees issues? Why it remain successful/not successful to manage issues?

Q: What would you like to suggest your company and other M & A implementing organization to focus and consider in relation to employees?

Q: would you like to add something we missed or you want to add for more information contribution?