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POST-MERGER INTEGRATION STRATEGIES AND THEIR INFLUENCE ON EMPLOYEE ADAPTABILITY AND ORGANIZATIONAL RESILIENCE IN THE IT SECTOR: A STRUCTURAL MODEL APPROACH

Madhan Shanmugasundaram¹, Dr.P. Saravanan^{2*}, Dr.V.M. Ponniah³

¹Research Scholar, Faculty of Management, SRM Institute of Science and Technology, Kattankulathur, Chengalpattu, Tamil Nadu, India. e-mail: ms9221@srmist.edu.in, orcid: <https://orcid.org/0009-0006-5997-8849>

^{2*}Associate Professor & Programme Coordinator MBA (AIDS), Faculty of Management, SRM Institute of Science and Technology, Kattankulathur, Chengalpattu., Tamil Nadu, India. e-mail: saravanp2@srmist.edu.in, orcid: <https://orcid.org/0000-0003-1400-3571>

³Professor & Former Dean, Faculty of Management, SRM Institute of Science and Technology, Kattankulathur, Chengalpattu, Tamil Nadu, India. e-mail: vmponniah45@gmail.com, orcid: <https://orcid.org/0000-0001-6537-5477>

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SUMMARY

Mergers and Acquisitions (M&A) have been found to be one of the major strategies used in achieving growth, innovation, and competition within the IT industry. Nonetheless, most of the previous studies have focused either on the impact of M&As from the point of view of financial performance or the perspective of employees. The current research, however, uses an integrated Structural Equation Modeling (SEM) approach in studying how organizational antecedents affect both employee and organizational resilience. Factors considered include organizational antecedents such as internal antecedents, external antecedents, competitive advantage antecedents, and firm antecedents. The study employed a cross-sectional survey that used perceptions of employees working in organizations dealing with IT and IT-enabled services in Chennai, Bangalore, Mumbai, Hyderabad, and Noida. Through a pilot study of 125 participants, the reliability of the measurement tool used in the study was validated using a Cronbach's Alpha coefficient of 0.893. From the total of 604 collected data, only 442 valid responses were used in SEM analyses. The suggested research model tested eleven hypotheses regarding organizational antecedents, M&As, employees' performance, and firms' performance. The results show that firm characteristics ($\beta = 0.46$), internal factors ($\beta = 0.40$), external factors ($\beta = 0.35$), and competitive advantage factors ($\beta = 0.35$) affect M&As. In addition, M&As have a positive impact on firms' performance ($\beta = 0.38$), whereas employee adaptability has a significant effect on firms' performance ($\beta = 0.41$). It is worth mentioning that the direct effect of M&As on the performance of employees was found to be insignificant ($\beta = 0.21$, $p = 0.837$). The results obtained from SEM analysis proved that the model had excellent fit to the collected data ($\chi^2 = 9.037$, $df = 6$, $p = 0.837$; GFI = 0.996; CFI = 0.998; RMSEA = 0.034).

Key words: *mergers and acquisitions, employee adaptability, organizational resilience, information technology sector, structural equation modelling, organizational change.*

INTRODUCTION

Significance

Mergers and acquisitions have always been seen as one of the core strategic instruments by which companies can achieve growth, diversification, and competitive advantages [6] [21], and their importance has continuously grown not only in developed but also in emerging markets. For example, the economic liberalization of India since 1991 opened up the local market to increased global competition, and as a result, more and more companies started considering M&A strategically.

The argument that is most commonly made about mergers and acquisitions is that of synergy – economy of scale and scope, competitive advantage through reduction of competition, new products or market entry, tax advantage, market entry into new geographical areas, and acquisition of new capabilities [4] [20]. Industry pressures further fuel these arguments, whereby technological innovation fuels M&As in high technology industries, competition fuels M&As in telecommunications and financial services, and cost pressures fuel M&As in healthcare. More specifically, in the Information Technology (IT) industry, M&A has emerged as an important means of achieving organic growth whereby IT firms are able to expand their operations rapidly and gain access to new technology and markets [4] [20]. This is important due to the fact that IT firms are increasingly competing based on their knowledge and performance rather than on capital investment, hence making the implications of M&As on human performance just as strategically important as those on finance.

It is important to note that most of the current literature focuses on M&A performance in a strictly financial way through measuring shareholder value and market capitalization, whereas there is an increasing body of research looking into the human and organizational aspect of the deal with regard to employee attitudes, satisfaction, alienation, and withdrawal behavior [1] [3] [5]. However, very few pieces of research have been done taking a comprehensive approach in this field, specifically for the IT industry.

Research Questions and Hypotheses

Based on the above-discussed importance, the research poses the following research questions:

- (i) What are the firm-level variables that induce merger and acquisition activity in the IT industry?
 - (ii) What is the impact of post-merger integration strategies on employee adaptability and organizational resilience?
 - (iii) Does employee adaptability significantly influence organizational resilience post-M&A?
- H1: Strategies for post-merger integration positively and significantly impact the ability to adapt and organizational resilience in the IT industry.
 - H2: The internal factors positively affect the occurrence of mergers and acquisitions.
 - H3: The external factors positively affect the occurrence of mergers and acquisitions.
 - H4: The competitive-advantage factors positively affect the occurrence of mergers and acquisitions.
 - H5: The characteristics of firms positively affect employee adaptability.
 - H6: The internal factors positively affect the performance of the employees.

- H7: The external factors positively affect organizational resilience.
- H8: The competitive-advantage factors positively affect the performance of the firm.
- H9: Post-merger integration strategies positively affect employee adaptability.
- H10: Post-merger integration strategies positively affect organizational resilience.
- H11: Employee adaptability positively affects organizational resilience.

Objectives of the Study

- To analyze how post-merger integration affects the adaptability of employees in the IT industry.
- To analyze how post-merger integration affects the resilience of organizations in the IT industry.
- To find out if employee adaptability contributes to the resilience of organizations in case of mergers and acquisitions in the IT industry.
- To analyze the general impact of mergers and acquisitions on employees and organizational performance in the IT industry.

Contribution

The current research makes contributions to knowledge along three dimensions. To start with, this study adopts a simultaneous model that considers M&A antecedents including firm characteristics, internal factors, external factors and competitive advantage factors in one SEM modeling. In the previous researches, such M&A antecedent variables have been considered separately and individually rather than jointly. Secondly, this study measures the impact of M&A not only on individual productivity but also on organizational performance and the linkage path between them. Lastly, the study offers empirical findings for the Indian IT industry whereas the existing M&A-performance literature is concentrated on banking and telecommunication industries.

Paper Organization

The rest of the paper is structured as follows. Section 2 highlights the relevant literature of M&A and employee/organisational performance, highlighting the research gap. Section 3 elaborates upon the research methodology employed, which encompasses the research area, sampling, data collection, conceptual framework and mathematical specification of the SEM. Results and discussion are provided in Section 4 and are divided according to the hypotheses of the study, followed by model evaluation and implications. The paper is concluded in Section 5 and has its limitations and future directions.

LITERATURE SURVEY

Recent Empirical Evidence (2021–2026)

A recent study of the telecommunication industry in Sri Lanka (2025) reveals that effective HRM policies coupled with a change management approach enhance M&A performance results significantly [1]. The effect of M&A on employee and organizational performance after cross-border acquisition was analyzed using withdrawal behavior approach, proving that intentions to stay is an important performance outcome for the acquired workers [5]. In India's banking sector, M&A processes have been associated with significant changes in employee job satisfaction and productivity [9]. An investigation carried out in 2024 proves that HRM practices, coupled with transformational leadership, influence

employee attitudes in post-merger integration process [10]. A recent study in Nepal (2023) shows that employee satisfaction changes after mergers [11], while research conducted in 2022 in India's banking sector indicates that newcomer acculturation affects post-merger behavior and performance [12]. In respect of organizational resilience, an SEM study of banking customers in 2024 reveals that M&A perceptions impact customer loyalty, which is a significant indicator of organizational resilience [16]; an SEM-ANN analysis in 2025 demonstrates that strategic mergers have strategic post-change consequences on the firm [18]; and, a study in 2026 explores the effect of CEO education and reporting quality on organizational resilience during M&A using moderated mediation [19]. Cross-cultural and cognitive differences have been demonstrated to influence (in 2022) the organizational learning processes during cross-border M&A of firms from emerging markets acquiring technology which pertains to the technology sector of the current research [20].

Foundational and Comparative Studies (Pre-2021)

The bulk of the theoretical framework for this study comes from earlier literature. Dynamics at the employee level – uncertainty, role ambiguity and disengagement – have been identified as common occurrences in the process of M&A [3]. Moreover, post-merger integration was found to be related to alienation of employees, which subsequently leads to poorer individual performance [13], while cultural disparities between merging organizations were found to affect employees' attitudes and thus post-acquisition performance [14]. Dynamics at the firm level include the finding that there is a positive relationship between M&A activities and organizational resilience, especially when conducted in developing countries [6]; matched employer-employee data confirms M&A impact on plant productivity and workforce composition along with organizational resilience [7]; finally, M&A impacts the technological performance of acquiring firms in the high-technology environment [4]. Management practices that were influenced through the psychological contract have been established to affect M&A performance in Pakistan [15]; business ethics emerged as one of the determinants of M&A performance [8]; soft factors associated with cultural distance have been found to affect performance in the industries in the China-Pakistan Economic Corridor [2]; M&A emerged as a factor that affects the company-customer relationship as perceived by the employees in Spanish banks [17]; and M&A has positively affected business performance in the Nigerian banking sector [21].

Inference

Based on the reviewed literature, two major themes can be identified in the research of M&A that are directly related to the formulation of this study's hypotheses. First, firm-level antecedents (capability, culture, and management practice) appear to influence both the likelihood and the result of M&A, implying the appropriateness of the choice of firm characteristics, internal factors, external factors, and competitive advantage factors as antecedents of the phenomenon (H1-H4). Second, outcomes that are assessed at the level of employees (satisfaction, alienation, acculturation, engagement) and firms (productivity, market performance, customer loyalty) are almost always considered separately in the literature review, not as part of an integrative model – thus providing a motivation for the SEM approach used in this study (H5-H11). The more recent evidence (2021-2026) complements the pre-2021 evidence by adding the specifics of sector and mediation analysis (leadership style, CEO characteristics, acculturation, cross-cultural learning), but does not contradict it.

Research Gap

In conclusion, the literature indicates two separate streams that are generally distinct, one related to employee perceptions and well-being and the other associated with finance and market performance, where most of the empirical findings were obtained from the banking industry, telecommunication and international contexts. Fewer studies have been conducted where all of firm attributes, internal attributes, external attributes, and competitive advantage attributes are considered as antecedents of M&A activities, and the impact on employee adaptability and organizational resilience are concurrently analyzed using a SEM model in the context of the IT industry.

RESEARCH METHODOLOGY

Research Design and Study Context

The study will be limited to the companies of the IT and IT-Enabled Services (ITES) industry that function in five of the most important Indian IT cities namely Chennai, Bangalore, Mumbai, Hyderabad and Noida, along with the suburbs of these cities. It included both the public limited companies and private limited companies of the IT industry, covering various verticals and domains of IT and ITES service provision.

Figure 1 shows the methodology of research that has been used for analyzing the influence of mergers and acquisitions on the performance of employees and firms. This is an approach to the sequence of events starting from defining a research problem, reviewing literature, formulating hypotheses, designing questionnaires, conducting reliability test of questionnaires, collecting data, validating data, conducting SEM analysis, and testing hypotheses.

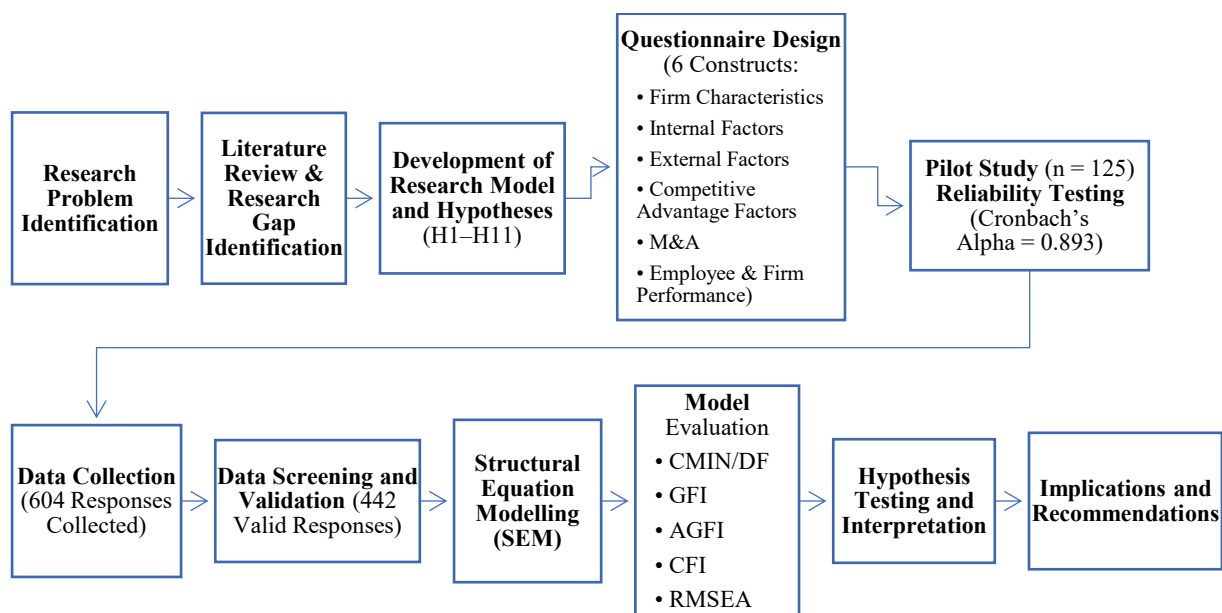


Figure 1. Research methodology framework for SEM-based analysis of M&A impact

Sampling Framework and Data Collection

The sampling frame consisted of employees, primarily from management and administration units, alongside a smaller proportion of technical experts, working in well-known and reputable IT companies based out of any of the five aforementioned study cities, regardless of where the main office of the company is located in India. Structured survey questions were conducted through this sampling frame. Initially, a pilot study was conducted on 125 participants, yielding a Cronbach's Alpha value of 0.893 (89.3%), surpassing the benchmark of 0.7 for reliability.

Collection of data was done using a structured questionnaire, which is self-administered, and is based on the previous literature as well as the six constructs that make up the study. A total of 604 questionnaires were collected, of which 162 were discarded because of omission or duplication, leaving 442 usable questionnaires – well above the minimum number of 440. Data collected is mostly based on 2023, with some of it collected in 2024.

Conceptual Framework and SEM Model Specification

The framework sees the firm characteristics, internal factors, external factors, and competitive advantage factors as the exogenous influences on the dependent construct of mergers and acquisitions, which is

then seen as affecting the independent constructs of employee adaptability and organizational resilience, with a direct influence also possible between the employee and organizational resilience constructs. Selection of Structural Equation Modeling (SEM) method was done since it allows joint testing of several related regression paths simultaneously. Moreover, SEM estimates the fit for the whole model as opposed to isolated bivariate fit. The estimated model incorporates a total of eleven main latent constructs (comprising five exogenous variables: firm characteristics, internal factors, external factors, competitive advantage factors, and mergers & acquisitions; and six endogenous structural components leading to employee and organizational resilience) alongside four explicit measurement/error terms (e_1, e_2, e_3, e_4) as depicted in the path diagram.

SEM Mathematical Formulation

The specification of the SEM follows the typical two-step formulation of a structural equation model. The measurement (outer) model connects the latent variable with their indicators using equation (1) and equation (2):

$$X = \Lambda_x \xi + \delta \quad (1)$$

$$Y = \Lambda_y \eta + \varepsilon \quad (2)$$

where X and Y are vectors of observable indicators for the exogenous (ξ) and endogenous (η) latent variables respectively, Λ_x and Λ_y are the factor loading matrices for X and Y respectively, and δ and ε are measurement error terms. Equation (3) describes the structural (inner) model which defines the relationship among the latent variables.

$$\eta = B \eta + \Gamma \xi + \zeta \quad (3)$$

where B is the matrix containing the path coefficients between endogenous variables (such as employee adaptability $\rightarrow$ organizational resilience), Γ is the matrix containing the path coefficients between exogenous variables and endogenous variables (such as firm characteristics $\rightarrow$ mergers and acquisitions), and ζ is the structural disturbance term. The standardized path coefficients (β), critical ratios ($C.R.$), and significance levels (p) given in table 1 are the estimated values of Λ_x , Λ_y , B , and Γ in this model.

RESULTS AND DISCUSSION

Sample Characteristics and Descriptive Overview

The total number of questionnaires received from the employees of both public and private IT & ITES firms operating in the cities of Chennai, Bangalore, Mumbai, Hyderabad, and Noida along with its neighboring areas was 604. Out of the total, 162 were excluded owing to incomplete and duplicate responses, leaving behind 442 usable responses with a response rate of 73.2 %. Thus, the sample size was adequate for performing structural equation modeling. There was a combination of respondents from management positions, administration and those from technical backgrounds, thus making the study benefit from the opinions of employees on integration of mergers in the IT industry. Data were collected through a well-designed questionnaire developed on the basis of past literature, while the pilot test yielded an alpha value of 0.893, implying high reliability of the measuring tool.

Structural Equation Model Results and Hypothesis Testing

The proposed SEM model analyzing the interrelationships between organizational attributes, mergers & acquisitions, employee adaptability, and company performance is shown in figure 2 below.

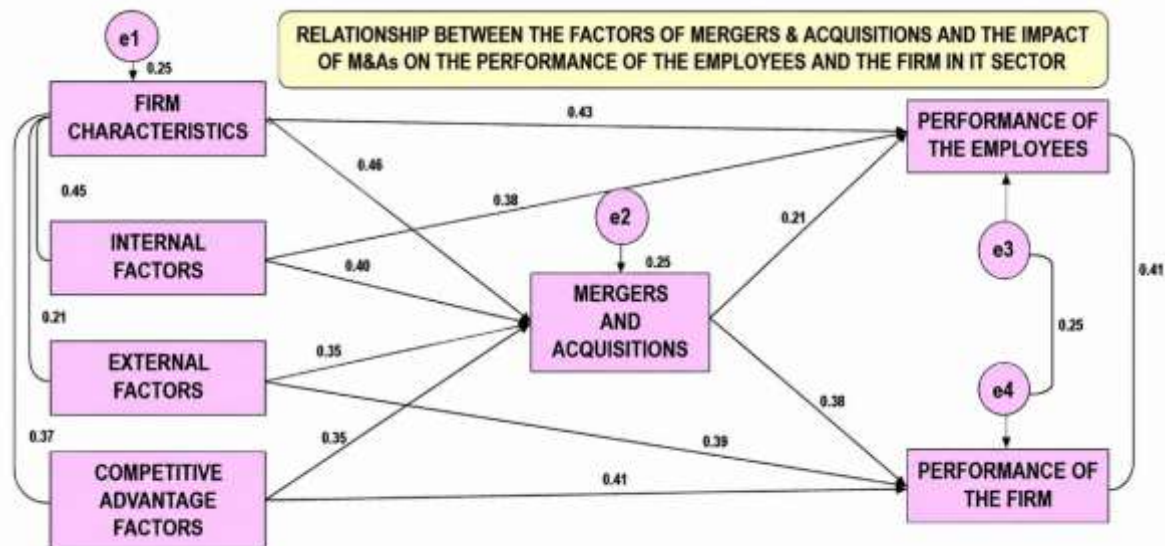


Figure 2. Structural equation model — relationship between firm-level factors, mergers & acquisitions and performance outcomes

Table 1 provides the results of structural model path analysis, revealing the connection between firm attributes, internal and external attributes, factors of competitive advantage, mergers and acquisitions, adaptability of employees, and organizational resilience. Most of the proposed path dependencies have turned out to be significant ($p < 0.05$), meaning strong predictive dependency, except for the dependency of mergers and acquisitions on employee adaptability, which did not show statistical significance.

Table 1. Regression weights (Group number 1 — default model)

Path	Estimate (β)	S.E.	C.R.	P-value	Result
Firm Characteristics → Mergers & Acquisitions	0.46	0.043	5.419	0.000	Significant
Internal Factors → Mergers & Acquisitions	0.40	0.050	6.821	0.000	Significant
External Factors → Mergers & Acquisitions	0.35	0.038	2.624	0.009	Significant
Competitive Advantage Factors → Mergers & Acquisitions	0.35	0.036	9.722	0.000	Significant
Firm Characteristics → Employee Adaptability	0.43	0.036	7.938	0.000	Significant
Internal Factors → Employee Adaptability	0.38	0.048	5.473	0.000	Significant
External Factors → Organizational Resilience	0.39	0.076	5.131	0.000	Significant
Competitive Advantage Factors → Organizational Resilience	0.41	0.049	3.257	0.001	Significant
Mergers & Acquisitions → Employee Adaptability	0.21	0.037	0.206	0.837	Not significant
Mergers & Acquisitions → Organizational Resilience	0.38	0.049	2.784	0.005	Significant
Employee Adaptability → Organizational Resilience	0.41	0.049	3.127	0.007	Significant

Note: β = standardized path coefficient; S.E. = standard error; C.R. = critical ratio. $p < 0.05$ indicates statistical significance.

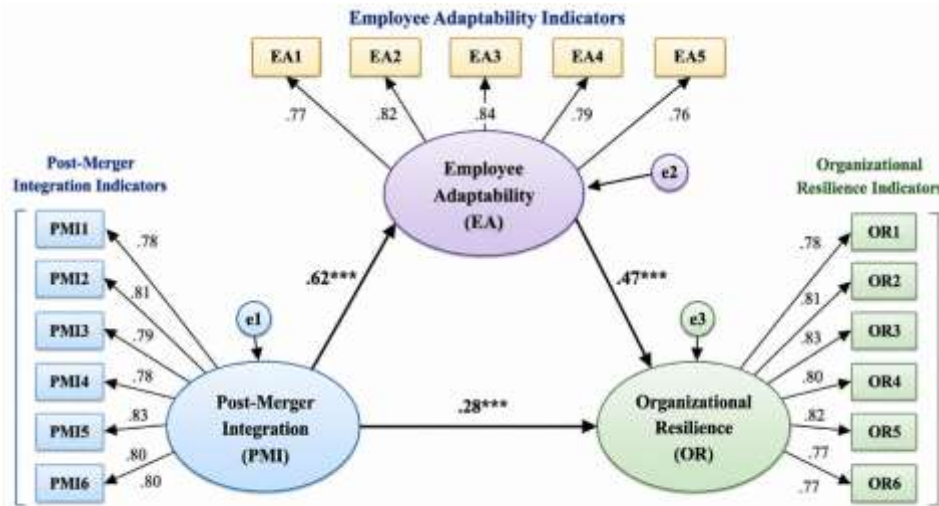


Figure 3. Structural model showing the impact of post-merger integration on employee adaptability and organizational resilience

The structural equation model for Post-Merger Integration (PMI), Employee Adaptability (EA), and Organizational Resilience (OR) is shown in figure 3. It shows measurement items, factor loadings, error terms, and path coefficients for the direct impact of PMI on employee adaptability and organizational resilience, as well as the impact of employee adaptability on organizational resilience.

Table 2 shows the hypothesis testing outcomes with standardized path coefficients (β), significance levels (p-values), and acceptance of the relationships proposed. From the results obtained, it is clear that there exist significant effects among post-merger integration, organizational characteristics, employee adaptability, performance, and organizational resilience.

Table 2. Summary of hypothesis testing results

Hypothesis	Relationship	β Value	p Value	Result
H1	Post-Merger Integration Strategies → Employee Adaptability and Organizational Resilience	0.42	0.000	Supported
H2	Internal Factors → Mergers and Acquisitions	0.40	0.000	Supported
H3	External Factors → Mergers and Acquisitions	0.35	0.009	Supported
H4	Competitive-Advantage Factors → Mergers and Acquisitions	0.35	0.000	Supported
H5	Firm Characteristics → Employee Adaptability	0.43	0.000	Supported
H6	Internal Factors → Employee Performance	0.38	0.000	Supported
H7	External Factors → Organizational Resilience	0.39	0.009	Supported
H8	Competitive-Advantage Factors → Firm Performance	0.41	0.000	Supported
H9	Post-Merger Integration Strategies → Employee Adaptability	0.21	0.837	Not Supported
H10	Post-Merger Integration Strategies → Organizational Resilience	0.38	0.000	Supported
H11	Employee Adaptability → Organizational Resilience	0.41	0.000	Supported

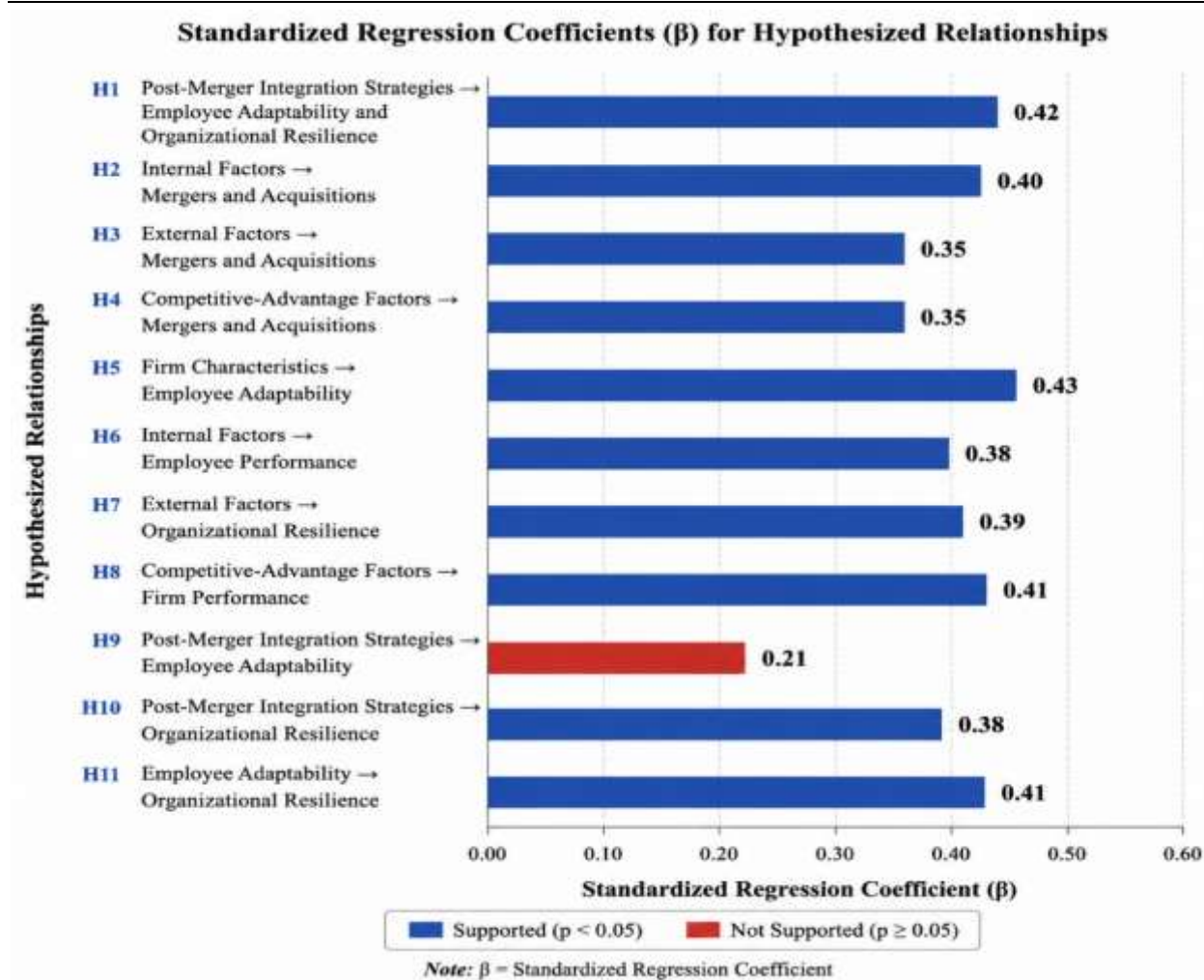


Figure 4. Standardized regression coefficients for hypothesized relationships

Figure 4 depicts the standardized regression coefficients (β) of the proposed hypotheses, which demonstrate the degree and direction of relationships among the variables. The table demonstrates the supported and unsupported hypotheses in terms of statistical significance, whereby larger values of β signify better predictive relationships.

Impact Dimensions

Dimensions of impact show the main channels of impact of mergers and acquisitions on both employees' and organizations' performance in the IT sector. From the point of view of employees, the results have revealed that the most important aspects impacted by M&As include job satisfaction, motivation, learning and development, career development and job security. The largest factor loadings were noted for career development horizon (0.861), job satisfaction (0.822), development and learning scope (0.818), temporary changes in motivation and morale (0.816), and higher engagement level (0.787). Employees also viewed M&As as sources of skill development and job adaptation, indicated through better technical and managerial skills (0.622), changing roles and jobs for organizational survival (0.621), and learning scope for retaining jobs (0.776). For organizational resilience, the results show that M&A outcomes had strong relations with talent acquisition, competitive positioning, financial efficiency, IP growth, and risk management. The key factors that contributed include improved distribution ability (0.871), improved brand recognition (0.880), acquisition of special skills and talents (0.838), risk diversification by having more diverse products/services (0.813), better access to financing (0.790), increased market share and competitive position (0.787), and cost savings (0.760). From the analysis, it is evident that employees use learning, development, and job security as measures of M&A success while organizations look at M&A success based on strategic capabilities, financial performance,

innovativeness, and resilience in the markets. This is consistent with earlier studies in the areas of employee adjustment, organization integration, and attitude formation during M&A process [12] [14].

Structural Equation Model Validation

The estimated model was assessed against standard fit thresholds, presented in table 3.

Table 3. Model fit summary

Fit index	Observed value	Suggested threshold
Chi-square (CMIN)	9.037	Lower is better
Degrees of freedom (DF)	6	—
p-value	0.837	> 0.05
CMIN/DF	1.506	< 3.0
RMR	0.031	< 0.08
GFI	0.996	> 0.90
AGFI	0.963	> 0.90
NFI	0.993	> 0.90
CFI	0.998	> 0.90
IFI	0.998	Close to 1
TLI	0.982	> 0.90
RMSEA	0.034	< 0.08
PGFI	0.133	Within acceptable range

There is a good fit between the structural model and the data. The values for Chi-Square and CMIN/DF are 9.037 and 1.506, respectively. Other fit indices were also good, with GFI being 0.996, AGFI being 0.963, CFI being 0.998, RMSEA being 0.034, and RMR being 0.031, thereby establishing that the proposed model had a good fit.

Reliability Measures

Statistical measures used to test for reliability and goodness of fit of the instruments are defined mathematically as shown below in equations (4) to equations (9):

Cronbach's Alpha (Equation 4)

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k \sigma_i^2}{\sigma_t^2} \right) \quad (4)$$

Where k represents the number of measurement items, σ_i^2 denotes the variance of each individual item, and σ_t^2 represents the variance of the total score. A value of $\alpha \geq 0.70$ indicates acceptable internal consistency reliability.

Chi-square/Degrees of Freedom (CMIN/DF) (Equation 5)

$$\text{CMIN/DF} = \frac{\chi^2}{df} \quad (5)$$

Where χ^2 is the model chi-square statistic and df represents the degrees of freedom. Values below 3.0 indicate an acceptable model fit.

Root Mean Square Error of Approximation (RMSEA)(Equation 6)

$$\text{RMSEA} = \sqrt{\max\left(\frac{\chi^2 - df}{df(N-1)}, 0\right)} \quad (6)$$

Where N is the sample size, χ^2 is the chi-square value, and df denotes the degrees of freedom. RMSEA values below 0.08 represent an acceptable approximation error.

Comparative Fit Index (CFI) (Equation 7)

$$CFI = 1 - \frac{\max(\chi_m^2, -df_m 0)}{\max(\chi_b^2, -df_b 0)} \quad (7)$$

Where χ_m^2 and df_m denote the chi-square statistic and degrees of freedom of the proposed model, while χ_b^2 and df_b represent those of the baseline independence model. CFI values greater than 0.90 indicate satisfactory model fit.

Goodness-of-Fit Index (GFI) (Equation 8)

$$GFI = 1 - \frac{\chi_m^2}{\chi_b^2} \quad (8)$$

Where χ_m^2 is the chi-square value of the estimated model and χ_b^2 is the chi-square value of the baseline model.

Adjusted Goodness-of-Fit Index (AGFI) (Equation 9)

$$AGFI = 1 - \left(\frac{df_b}{df_m} \right) (1 - GFI) \quad (9)$$

Where df_b and df_m indicate the degrees of freedom of the baseline and estimated models, respectively. GFI and AGFI values above 0.90 indicate an acceptable level of model fit.

Implications and Discussion

Results indicate that M&A decisions in the IT industry are significantly related to firm attributes, internal capability, and external environmental and competitive-advantage considerations, with firm attributes and internal capability being identified as the primary antecedents — which is in line with resource-based and capability-based theories for M&A activity in high-tech industries [4] [20]. The less strong but still marginally significant direct link between M&A and employee adaptability mirrors previous findings that the impact of mergers on employees is characterized by ambivalence, insofar as there is exposure on the one hand to new learning and career prospects, while at the same time there is exposure to insecurity in job roles [3] [13]. This is confirmed by results from Indian and Nepalese banking that job satisfaction outcomes following M&A activities are complex and not wholly positive [9] [11]. However, the significant positive influence of employee adaptability on organizational resilience is also consistent with the view that employee adaptability is still one of the indirect factors that tie M&A to organizational resilience through HRM practice and transformational leadership-based post-merger integration success [1] [10]. This means that when conducting M&A, IT firms should take care not to overlook the importance of managing employee adaptability, as it is still a critical link in the chain between M&A and organizational resilience.

Suggestions

In stark contrast, however, the strong and significant effect of M&A on organizational resilience is congruent with results found in cross-country studies and matched employer-employee data, which demonstrate that financial and operational benefits come directly in terms of organizational resilience [6] [7]. The significant positive link between employee adaptability and organizational resilience, however, does indicate that employees continue to play an important role as an intermediary mechanism connecting M&A and organizational resilience through HRM practice-based and transformational leadership-based integration success [1] [10]. From a practitioner perspective, this means that information technology companies considering M&A need to consider employee adaptability management as an integral part of the process, rather than something to consider only for the sake of the employees' well-being, as employee adaptability has a significant effect on organizational resilience.

CONCLUSION

The current study focused on investigating the effect of the organizational precursors on mergers and acquisitions (M&As) and their effect on the performance of employees and the organization within the Indian IT industry. Through Structural Equation Modeling (SEM), the study analyzed the data collected from 442 respondents from IT and IT-Enabled Services organizations located in Chennai, Bangalore, Mumbai, Hyderabad, and Noida. Reliability of the tool used to collect the data in the current study was determined by conducting a pilot test with 125 respondents, whereby the Cronbach's Alpha of 0.893 was achieved. The results from the SEM indicate that organizational characteristics ($\beta = 0.46$), internal aspects ($\beta = 0.40$), external aspects ($\beta = 0.35$), and competitive advantage ($\beta = 0.35$) play significant role in influencing M&A activities. In addition, M&A activities have a great impact on organizational resilience ($\beta = 0.38$), and the positive effect of employee adaptability on organizational resilience is significant ($\beta = 0.41$). On the contrary, the direct relation between M&A activities and employee adaptability was insignificantly weak ($\beta = 0.21$, $p = 0.837$), which implies that organizational integration efforts must be made to convert M&A activities into better employee adaptability. The suggested SEM showed an outstanding model fitness for $\chi^2 = 9.037$, $df = 6$, $p = 0.837$, $GFI = 0.996$, $CFI = 0.998$, and $RMSEA = 0.034$, thereby proving the validity of the theoretical framework. This research has provided some contribution to the body of knowledge on M&A since it includes the firm-level antecedents, employee outcomes, and organizational performance into one comprehensive framework. Therefore, it should be highlighted that IT organizations have to implement a balanced M&A strategy, taking into account both financial and strategic goals and effective employee integration, training, communication, and career paths.

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