MEASUREMENT OF IMPACT OF DETERMINANTS OF ORGANIZATIONAL IDENTIFICATION DURING MergERS

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ABSTRACT
Mergers are a strategic initiative that organizations resort to for various reasons, foremost amongst them being a channel for inorganic growth. Organizations have realized huge gains and this has prompted many others to follow suit. In pursuit of these riches, organizations have lost sight of the needs of their most important assets, their employees. After all, it is the employees of the merging organizations that decide whether the promised synergies will realize their potential. In the race for the top, organizations turn a blind eye to the needs of organizational identification of employees towards their organization. This paper visits the concept of organizational identification in the context of mergers and attempts to determine the impact of the various determinants on organizational identification both before and after merger. A sample of 38 merged organizations has been drawn for the study. The study begins with the grounded theory approach to determine the dimensions of organizational identification from the respondents’ viewpoint. The results reveal that two determinants of knowledge management and personal orientation have a great impact on organizational identification. This is the point that Indian organizations have to take into cognizance, so that they can formulate strategies to aid organizational identification.

KEY WORDS: Mergers, organizational identification, determinants of organizational identification