

An Empirical Study into the Effects of Organization Culture and Person-Job Fit on Post-Merger and Acquisition Resistance to Change in Select Commercial Banks

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ABSTRACT

This article is the result of an empirical study that investigated the effects of Organization Culture (OC) and 'Person-Job-Fit' (P-J-F) on 'Resistance to Change (RTC). The primary purpose of the study is to examine the predictability of different dimensions of OC on RTC while also examining the mediating effect of P-J-F on the above relationships and the moderating effect of 'Employee Status' (ES) on the mediated relationships keeping select commercial banks as its domain for study. Adopting quantitative methodology with questionnaires as a tool, the researcher collected 355 usable samples. The study found that dimensions of OC negatively and significantly predicted RTC except relationships involving three dimensions viz., (i) communication dimension of OC and affective resistance, (ii) social cohesion dimension of OC, and (iii) behavioral resistance and social cohesion dimension of OC and cognitive resistance. Further, all except the relationships involving three sets of factors were not mediated by 'Needs-Supplies Fit' (N-S-F) and 'Demands-Abilities Fit' (D-A-F). The result of '*moderated mediation*' showed that ES moderates the mediated relationship when N-S-F is the mediator but not when D-A-F is the mediator involving communication and affective resistance, social cohesion and both behavioral and cognitive resistance relationships. Implications of research are also discussed.

Keywords: Demands-Abilities-Fit; Employment Status; Moderated Mediation; Heteroscedasticity.

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SECTION-1 INTRODUCTION

Organization Change has been defined as "*a transformation of an organization between two points in time*" that can be conceptualized in terms of both its content and its process (Barnett & Carroll, 1995). Choi and Ruona (2010) conceptualized Resistance to Change (RTC) as "*the attitude of the employee in regard to change initiated by an organization*" that acts as a major barrier. Schein (1983) defined Organization Culture (OC) as "*the pattern of basic assumptions that a group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration*". Literature has identified OC as one of the factors that influences organizational change and probable resistance brought forward by change programs. Merger & Acquisition (M&A) has been identified as one of the major organizational change programs where two or more organizations combine their operation to become one. The goal of M&A is to achieve economies of scale, scope, market share, prestige, survival, and other outcomes to generate sustained competitive advantage

(Shi, Sun, & Prescott, 2012). As per Edward (1991), Person-Job-Fit (P-J-F) is the match between the abilities of a person and the demands of a job or between the needs/desires of a person and what is provided by a job. The importance of P-J-F was found to be important to generate favorable organizational level outcomes (e.g., O'Reilly, Chatman, & Caldwell, 1991; Goodman & Svyantek, 1999). Whenever employees find themselves fit and comfortable with the integrated culture, then they have high regard towards their job leading to P-J-F.

Once employees perceive that the job they are doing is in sync, then their tendency to resist change diminishes. After the integration through the M&A process, based on 'Employee Status' (ES) and timing of their employment, employees are differentiated in the form of those from the (i) Dominant organization, (ii) Minor Organization, and (iii) new ones who joined after the completion of the M&A process. Using ES as a construct, the current study intends to examine the status of RTC for the first two categories of employees only.

- **Purpose of the Study**

The main objective of this study is to examine the effect of OC on post-M&A employee RTC in select commercial banks. Specific objectives of the study are: (i) To examine the effect of OC on employee RTC, (ii) To test the mediating effect of P-J-F on the relationship between OC and employee RTC; (iii) To assess the moderating effect of ES on the mediated relationships.

- **Significance of the Study**

The significance of the study and its findings are threefold. First, its dependent variable carries both theoretical as well as practical significance. On the theoretical front, it will contribute towards the larger conceptual domain of OC and also enhances conceptual understanding of RTC. Second, the study will contribute towards contextual understanding of RTC. Research concerning employee issues is scarce in the given context of M&A in banking sector in developing countries. Present study is expected to help managers understand the contextual status of M&A and prepare them to effectively tackle the same at its different stages. Third, the study will have its significance on the methodological front. This study will follow a Moderated Mediation Model proposed by Preacher, Rucker and Hayes (2007). Only limited studies following the model's norms have been conducted till date and the current study is expected to verify the efficacy of the approach for any quantitative inquiry. The Theoretical Framework developed by the researchers and as shown below at **Figure-1** is proposed to be used for carrying out this empirical study.

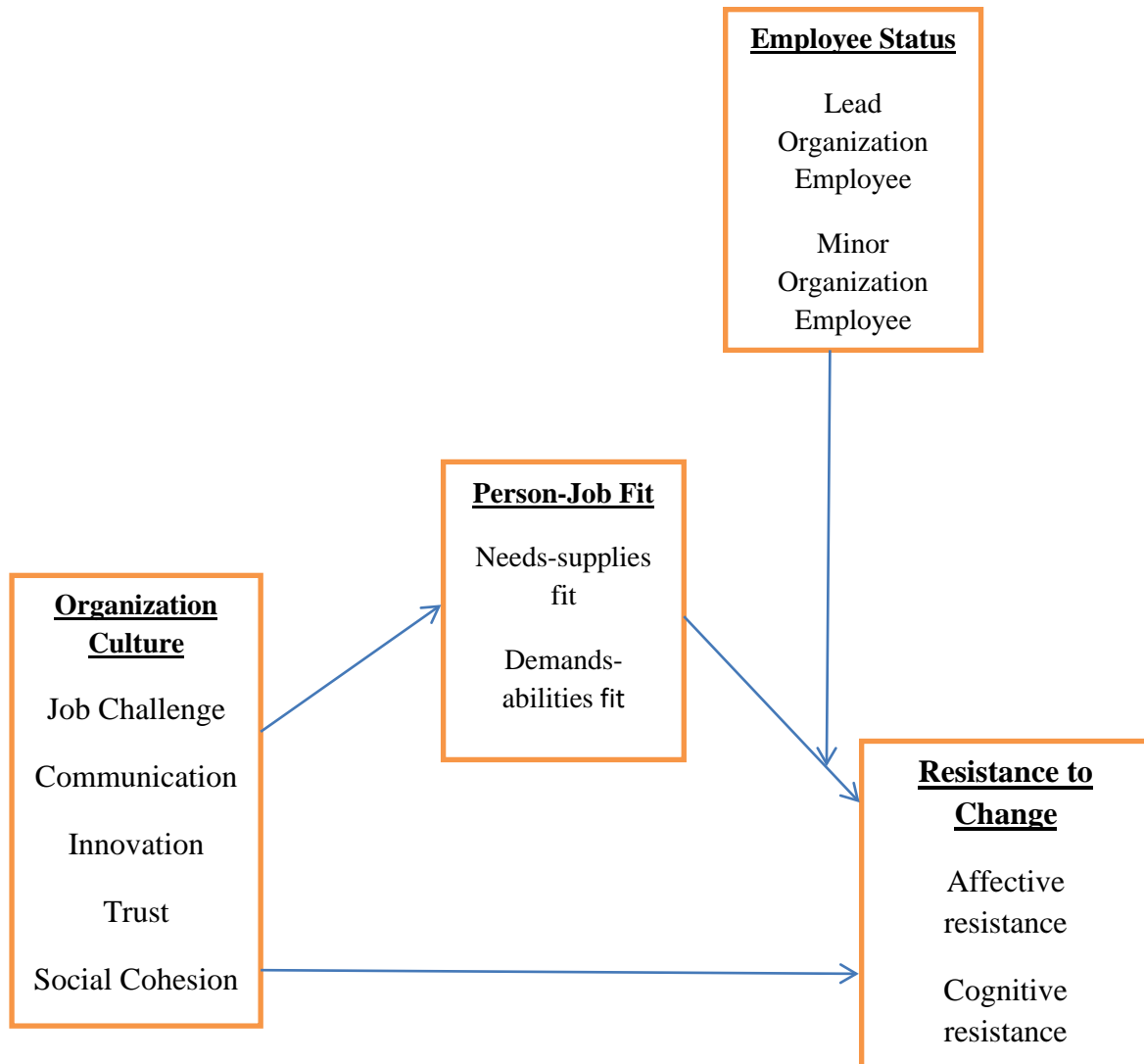
- **Organization of the Paper**

This Article is organized in FOUR sections. **Section-I** provides a brief introduction about the constructs used in the domain of the research study. It also includes the statement of the problem, purpose of the study, and the significance of the study. **In Section-II**, a detailed discussion on methodology of this study is presented. This study is a quantitative study with a positivist paradigm. It includes variables, hypothesized relationship of variables, population and sample, sampling design, and measures/instruments of the study. It gives the procedure of data collection including administration of the questionnaires, data processing, and data analysis techniques. **Section-III** presents the results obtained from the use of data analysis techniques especially moderated mediation along with the results from the test of detection of multicollinearity and heteroscedasticity, and also the remedial measure for heteroscedasticity. **In Section-IV**, major findings and their relevance are discussed along with implications and limitations of the study.

Organization Culture (OC), as a construct, has five dimensions namely job challenge, communication, innovation, trust, and social cohesion. They form an integral part for an employee perspective in the context of M&A and they represent OC. Researchers want to

understand Resistance to Change (RTC) construct from affective, cognitive, and behavioral perspectives. Empirical evidence established an *inverse* relationship between two variables OC and RTC, which is assumed by the present study also. Rating of high OC by employees can be viewed synonymously as ‘strong culture’ and the same helps employees in reducing their resistance levels. The study has its theoretical premises on the fact that the relationship between OC and RTC might not be direct.

Figure-1: Theoretical Framework



A two-dimensional construct of P-J-F namely Need-Supplies Fit (N-S-F) and Demands-Abilities Fit (D-A-F) will mediate the above relationship. Strong culture can also be termed as ‘Cultural-Fit’ which will lead employee perception towards P-J-F and then reduce RTC. Lastly, it is argued that the relationship between the three variables is different for employees with different statuses in the organization. For this study, ES has been conceptualized as the time of joining the organization. More precisely, in the context of M&A, employees can be from either the ‘lead’ or ‘the Dominant’ organization or ‘minor’ organization or those who joined after the M&A process. ES considers employees only from the lead and the Minor Organizations and that will moderate the mediated relationship.

SECTION-II RESEARCH METHODOLOGY

This Section deals with the methodology followed in this study in the form of research approach and design, variables and their hypothesized relationships, population and sample, measures/instruments used, data collection procedure consisting of administration of the questionnaires and data processing, and finally data analysis.

- **Research Approach and Design**

The philosophical assumption guiding this research is a positivist paradigm. The ontology of this study is objectivism and the epistemology is positivism. For a researcher with a positivist paradigm, reality exists and that can be known through quantitative research methodology. Hence, the same is guided towards objectively measuring the variables and testing the hypotheses for explaining causality. The present study in regard to the choice of methodology is quantitative with fixed research design using questionnaires as a tool to gather data, and later on performing statistical analysis to analyze the data. It is concerned with objectively measuring OC, P-J-F, and RTC by testing their hypothesized relationship.

- **Variables and their Hypothesized Relationships**

The dependent variable for the study is employee Resistance to Change (RTC) which is made operational as a multi-dimensional (negative) attitude towards a particular organizational change with affective, behavioral, and cognitive types of resistance as its dimensions. The predictor variable is OC and P-J-F is a mediating variable. OC is made operational as daily practices based on different dimensions viz., job challenge, communication, trust, innovation, and social cohesion. P-J-F is made operational as judgments of congruence between (i) employees' skills and the demands of the job and (ii) employees' needs and the rewards associated in return of the service rendered. Given M&A as a context of the study, it is of great value to understand the intensity of the above relationships from the perspective of different types of employees in regard to their status of employment. It has been argued that the strength of the mediated relationship is different for different employees as determined through their timing of employment in the organization that has experienced the M&A process.

Empirical evidence suggests that there exists an inverse relationship between OC and RTC. The Cultural-Fit perception of the employee has been identified as one of the most influential factors for determining the level of affective, cognitive, and behavioral RTC. Also, that it has been established through earlier literature that the relationship between OC and RTC might not be direct. Hence, the present study has taken P-J-F as a variable mediating the above relationship. Further, there is logical evidence provided in the previous sections to support ES as having a moderating effect on the above mediated relationship. Hence, the hypotheses set up for the study are as follows:

1. **H-1:** There is a significant negative effect of Organization Culture (job challenge, communication, innovation, trust, and social cohesion) on Resistance to Change (affective, cognitive, and behavioral resistance).
2. **H-2:** Person-Job Fit (Needs-Supplies Fit and Demands-Abilities Fit) mediates the relationship between Organization Culture and Resistance to Change.
3. **H-3:** ES (employee of lead or the Minor Organization) moderates the mediated relationship such that Resistance to Change through Organization Culture as mediated by Person-Job Fit is stronger for employees from the Lead Organization than for those from the Minor Organization.

- **Population and Sample**

The employees working in the commercial banks that have experienced or are currently experiencing the M&A process is the population for this study. The unavailability of accurate published data regarding the number of employees employed in and associated with the banking sector prevented the researcher from accurately defining the sampling frame, which is provided in **Table-1**.

Table-1: Sampling Frame Estimation based on Primary Data from Six Commercial Banks

Number Assigned to Commercial Bank (1-6)	Number of Employees
Bank-1	1048
Bank-2	840
Bank-3	909
Bank-4	847
Bank-5	764
Bank-6	752
Total (6)	5160
Average Employee per Bank (8)	860
<ul style="list-style-type: none"> • Number of commercial banks with M&A (9) (Source:www.inheadline.com/news/commercial-banks-that-have-mergers-or-acquisitions) 	= 20
<ul style="list-style-type: none"> • Estimated total sampling frame (10) 	= 17200

The researcher collected primary data regarding the number of employees working in the commercial banks through the Human Resource Department of six commercial banks that have experienced M&A. From the summed up total number of employees, average employee per commercial bank is calculated. There are twenty commercial banks that have witnessed. The total sampling frame is thus calculated by multiplying the average employee per bank by the number of commercial banks. This process has yielded the sampling frame as 17,200. Two-stage sampling procedure was adopted to determine the sample for this study.

First stage was concerned with sampling out commercial banks witnessing M&A from among the list of twenty such commercial banks currently operating in the nation. The research sampled six out of twenty eligible commercial banks on a *convenient basis* giving thirty percent response from the first stage. Second stage is concerned with sampling employees within those commercial banks identified as samples from first stage. Convenient sampling procedure was adopted to select the samples from within the selected organizations. The sample size for this study was initially planned to be 380 employees working in the commercial banks that have witnessed the M&A process. The acceptable sample size based on the formula for the population of 17200 is identified as 376 or more. Hence, selecting 380 samples is expected to serve the purpose for this study and also aid in making the findings as generalizations. It is assumed that the organization that was formed through the M&A process consisted of larger number of employees from the Dominant organization followed by the Minor Organization and that the new employee joined after the process would be even fewer.

Hence, the researcher would aim to achieve sample representation of fifty percent each from both the Dominant and the Minor Organizations. Though the actual plan was to gather 380 samples, the sample size for the study is **355** employees working in the sector under the scope of this study and is found to suffice the purpose as the sampling frame

consists of all the employees including the new ones. So, by not including new employees for this study, both the actual sampling frame and thereby the sample size have been decreased. Out of the total respondents, about 52% are males and the remaining 48% are females. Coming to marital status, about 51% of the respondents are married and the rest 49% are single. While 47% have a qualification of Masters or more, about 45% have acquired bachelor's degree and the remaining about 8% have received intermediate level education. Looking at the ES, about 51% and 49% of the employees are from the Lead and the Minor Organizations respectively.

The demographic of the ES is in-line with the planned sample representation of fifty percent each. The average age of the respondents is about 30.72 years with minimum age of 19 and the maximum of 55 years. The average tenure of the respondents is found to be 4.90 years with minimum tenure of 1 year to maximum of 18 years.

Measures/Instruments

- **Resistance to Change (RTC):** In order to measure RTC, a multifaceted construct developed by Oreg (2006) is used where resistance is conceptualized as a three-dimensional (negative) attitude towards a particular organizational change intervention.
- **Organization Culture (OC):** Organization Culture (OC) was measured by the instrument adopted by Carmeli (2005) with five dimensions from the reference list of ten dimensions of OC developed by Zeith, Johannesson, and Ritchie (1997).
- **Person-Job Fit (P-J-F):** The measure of P-J-F was developed by Cable and DeUre (2002) that included Needs-Supplies Fit (N-S-F) and Demands-Abilities Fit (D-A-F) dimensions. The current study has taken P-J-F as two dimensional measures, measuring N-S-F and D-A-F. Responses are measured on a Likert Type Scale of 1 (indicating "strongly disagree") to 5 (indicating "strongly agree") for all the measures as listed above.

DATA COLLECTION PROCEDURE

- **Administration of the Questionnaires**

A questionnaire was formulated and distributed among **650** respondents identified as suitable for the study in six commercial banks that have experienced the M&A process. The researcher aimed to collect **380** usable questionnaires giving the response rate of about fifty eight percent. A response rate of 52.7% was identified as the average response rate in one of the studies conducted by Baruch and Holtom (2008) by taking into account 490 different studies concerning organization. 450 filled questionnaires were collected and out of that 72 were the responses from new employees that have joined the organization after the M&A process. As it was impossible to segregate respondents on the basis of ES during the data collection phase, responses representing employees that have joined after the M&A processes were not included in the study after data collection. Also, 23 questionnaires were such that it could not be included in the analysis because of the presence of missing values. The inclusion of responses with missing value would have prohibited researcher to perform confirmatory factor analysis. Further, based on the estimated sampling frame shown before in Table-1, the sample size of 376 or more was found to be acceptable representation of the population. As the sampling frame included new employees constituting about 16% of the total respondents, taking 355 as the final sample would not hamper the applicability and generalizability aspects of the findings. The questionnaire consisted of 46 items including 7 items for socio-demographic variables that include age, gender, marital status, education qualification, tenure, name of the organization both after and before M&A. Questionnaires were administered in English.

- **Data Processing**

Each returned questionnaire was given a separate number and manual screening was done for missing data. Coding and data entry of the responses was done using two types of software viz., (i) Statistical Software SPSS 21 for Windows and (ii) Stata 12. First software it is convenient to perform mediation and moderated mediation and second one facilitates the multicollinearity and heteroscedasticity tests.

- **Data Analysis**

While for checking the reliability of the data, Cronbach alpha of each measure was calculated, to determine the Model-Fit, Confirmatory Factor analysis (CFA) was conducted. If the standardized path coefficient from CFA for any items was found to be small and if dropping those item/s would increase the reliability of that scale, then those item/s was/were dropped. By dropping one item concerning '*affective resistance*' the "fit" of the data to the overall construct was improved. CFA was processed in the statistical software SPSS Amos—21. The tests to detect multicollinearity and heteroscedasticity was performed. Remedial test for heteroscedasticity was also performed by taking robust standard error in place of normal standard error. Frequency distribution for the socio-demographic variables was obtained. Mean, standard deviation, range, and variance for all variables were obtained. Correlation matrix for all the variables was also obtained and reported. For testing the hypothesized relations as identified above, regression analysis was conducted. In order to test for mediation four step approach proposed by Baron and Kenny (1986) was used in which several regression analyses are performed and significance of the coefficients are examined at each step. Firstly, simple regression with OC (X) predicting RTC (Y) was conducted whereby the significance of the coefficient is examined. Later, simple regression analysis with OC (X) predicting Person-Job Fit (M) was conducted and significance of the coefficient is examined. Lastly, regression analysis with Person-Job Fit (M) predicting RTC (Y) was conducted by controlling OC (X) and significance of the coefficient is examined. The purpose of conducting Steps 1-3 was to establish that zero-order relationships among the variables exist. If one or more of these relationships are non-significant, researchers usually conclude that mediation is not possible or likely.

Assuming there are significant relationships from Steps 1 through 3, one proceeds to Step 4. In the Step 4 model, some form of mediation was supported if the effect of M remains significant after controlling for X. If X was no longer significant when M is controlled, the finding supported full mediation. If X was still significant (i.e., both X and M both significantly predict Y), the finding supported partial mediation. In order to test moderated mediation technique suggested by Preacher, Rucker and Hayes (2007) was followed. PROCESS, by Andrew F. Hayes (<http://www.afhayes.com>) was installed in SPSS 21 for performing moderated mediation. Model 7 for moderated mediation was considered and intervals of direct and indirect effects were examined.

SECTION-III

RESULTS FROM THE EMPIRICAL STUDY

This Section discusses research results obtained from the data and includes Confirmatory Factor Analysis and reliability analysis, descriptive statistics and correlations of all variables under study. It also examines detection of multicollinearity and heteroscedasticity and its remedial measures, wherever required, and testing of hypotheses and their acceptance or rejection through analytical techniques.

- **What is considered in the Study?**

The present study has taken OC as an independent variable, RTC as a dependent variable, Person-Job Fit as a mediating variable and ES as a variable that moderates the mediated relationship. As all these variables are multi-dimensional and that each dimension of the construct of each variable possessed its own significance, the results were thus been examined for the dimensional relationships.

Special Note: An exhaustive “Confirmatory Factor Analysis and Reliability Analysis” was conducted to find out the ‘Fit Statistics and Reliability Coefficients’. However, the Cronbach alpha for each construct under the consideration of this study was found to be well above .70 suggesting good internal consistency and indicating that the items under a particular construct are closely related and are reliable in measuring the particular construct.

All factor loadings of were found to be within acceptable limits except for one item under the ‘affective resistance dimension’ of the construct of RTC was removed from the study due to its impact on generating model misfit. After its deletion, the entire model fit as part of this study concerning RTC construct was found to have an acceptable fit. Similarly, the Mean, Standard deviation, and Correlation coefficients of five dimensions of OC, two dimensions of P-J-F, and three dimensions of RTC have been calculated. There is a significant negative relationship between dimensions of OC (Job Challenge, Communication, Innovation, Trust, and Social Cohesion) and dimensions of RTC (Affective Resistance, Behavioral Resistance, and Cognitive Resistance) and that the relationships are significant at 1% level of significance. But the required tables supporting and detailing the same are not reproduced in the Article.

- **Detection of Multi-collinearity**

The study examined the multi-collinearity issue by looking at the correlation among the independent variables for two models. The first model is concerned with the correlations among dimensions of OC as independent variables and the second one dealt with the dimensions of OC and P-J-F as independent variables.

Table-2: Correlation among independent variables under Model-1

e(V)	JC	Com	Inov	Tru	SoCo	_cons
JC	1.0000					
Com	-0.1707	1.0000				
Inov	-0.3351	-0.4941	1.0000			
Tru	-0.2386	-0.3160	-0.1469	1.0000		
SoCo	-0.1284	-0.1442	-0.1257	-0.2838	1.0000	
_cons	-0.1694	0.0178	0.0227	-0.1852	0.0011	1.0000

One way to detect the presence of multicollinearity was through observing pair-wise correlation among the independent variables. The results in table showed that the correlations among independent variables are much below 0.8. The *rule of thumb* suggested that if the pair-wise correlation coefficient between two regressors is high, in excess of 0.8, then multicollinearity is a serious problem. Here, the highest correlation was between communication dimension and innovation dimension, which is -0.49. All other relations are less than 0.49 indicating that data are free from multicollinearity problem or multicollinearity

was not a serious issue (see **Table-2 above**). One way to detect the presence of multicollinearity was through observing pair-wise correlation among the independent variables. The results in table showed that the correlations among independent variables are much below 0.8. The *rule of thumb* suggested that if the pair-wise correlation coefficient between two regressors is high, in excess of 0.8, then multicollinearity is a serious problem. Here, the highest correlation was between Need-Supplies Fit and Person-Organization Fit, which is -0.67. All other relations are less than 0.67 indicating that data are free from multicollinearity problem or multicollinearity was not a serious issue (see **Table-3 below**).

Table-3: Correlation among independent variables under Model-2

e (V)	JC	Com	Inov	Tru	SoCo	NSfit	DAfit	_cons
JC	1.0000							
Com	-0.1426	1.0000						
Inov	-0.3142	-0.4588	1.0000					
Tru	-0.2020	-0.2708	-0.1208	1.0000				
SoCo	-0.1064	-0.1175	-0.1086	-0.2516	1.0000			
NSfit	-0.1445	-0.0403	-0.0104	-0.0889	-0.0564	1.0000		
DAfit	0.0279	-0.1061	-0.0860	-0.0660	-0.0478	-0.6719	1.0000	
_cons	-0.1610	0.0348	0.0352	-0.1659	0.0113	0.0334	-0.0997	1.0000

Table-4: Breusch-Pagan test for Heteroscedasticity under Model 1

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance

Variables: JC Com Inov Tru SoCo

chi2(5) = 18.27

Prob > chi2 = 0.0026

- **Detection of Heteroscedasticity**

There are numerous methods that can be considered for detecting heteroscedasticity in the data. This study looked after two of the robust test namely Breusch-Pagan Test for heteroscedasticity and White's general heteroscedasticity test. Since, the study is concerned with examining the relationship between dimensions of OC and dimensions of RTC as one model, and relationship between dimensions of OC, P-F-F and dimensions of RTC as other; heteroscedasticity tests have been conducted for both. The result of Breusch-Pagan in table with p-value for χ^2 is less than 0.05 and that the calculated χ^2 value (18.27) is greater than the critical value at $\chi^2_{5, 0.05}$ suggesting the that null hypothesis is rejected (see **Table-4 above**). Hence, there might be heteroscedasticity present in the data for at least one independent variable. Here, the variance of the residual increases as a function of at least one of these X variables.

Table-5: White's Test for Heteroscedasticity under Model-1

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Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: JC Com Inov Tru SoCo NSfit DAFit

chi2(7)      =    55.72
Prob > chi2  =    0.0000

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Similarly, calculated χ^2 value is 13.56 and critical $\chi^2_{20, 0.05}$ is 31.41 (*see Table-5 above*). Since, the critical value is greater than calculated value and also p-value is non-significant, we do reject the null hypothesis and conclude that there is homoscedasticity in the data. The two tests conducted to examine the heteroscedasticity status produced contradictory results. Breusch-Pagan test suggested heteroscedasticity whereas White's test yielded the opposite result. In order to mitigate the presence of heteroscedasticity if any, as suggested by Breusch-Pagan test taking robust standard error might solve the purpose. The result of Breusch-Pagan in table with p-value for χ^2 is smaller than 0.05 suggesting the significance and indicating that null hypothesis is rejected (*see Table-6 below*). Hence, there was no heteroscedasticity present in the data. Hence, there might be heteroscedasticity present in the data for at least one independent variable. Here, the variance of the residual increases as a function of at least one of these X variables. Here, calculated χ^2 value is 55.72 and critical $\chi^2_{35, 0.05}$ lies between 48.60 and 53.38 (*see Table-6*). Since, the calculated value is higher than critical value and also p-value is significant, we reject the null hypothesis and conclude that there is unrestricted heteroscedasticity in the data. Based on the above tests to detect heteroscedasticity, it was identified that both models suffer from heteroscedasticity. In order to account for the presence of heteroscedasticity, as a remedial measure regression should be performed by taking robust standard error. The use of robust standard error in place of normal standard error will nullify the consequences brought forward by the situation of heteroscedasticity.

Table-6: Breusch-Pagan Test for Heteroscedasticity under Model-2

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Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: JC Com Inov Tru SoCo NSfit DAFit

chi2(7)      =    55.72
Prob > chi2  =    0.0000

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- **Can Organization Culture (OC) Predict Affective Resistance to Change (RTC)?**

One of the hypotheses stated above and as a part of Hypotheses-1 (H1) was concerned with the significant negative effect of dimensions of OC on affective RTC.

- **Regression Model:**

Affective Resistance (Y) = β_0 - β_1 (Job Challenge) - β_2 (Communication) - β_3 (Innovation) - β_4 (Trust) - β_5 (Social Cohesion) + Error (U)

The regression model concerning affective RTC and dimensions of OC was found to be significant ($F=569.63$, $p=.0.000$). Further, it was found that the dimensions of OC explain about 84% of variance in affective resistance. This further justified the fitness of the regression model. The estimation of the regression model has been presented below:

$$\text{Affective Resistance (Y)} = 8.77 - .531 (\text{Job Challenge}) - .233 (\text{Innovation}) - .450 (\text{Trust}) - .201 (\text{Social Cohesion})$$

Firstly, there was negative effect of dimensions of OC on affective RTC. Further, job challenge and trust dimensions were found to be significant at 1% level of significance. Likewise, social cohesion dimension was significant at 5% and innovation was significant at 10% level.

Table-7: White's Test for Heteroscedasticity under Model-2

White's test for H_0 : homoskedasticity
against H_a : unrestricted heteroskedasticity

chi2(35) = 58.15
Prob > chi2 = 0.0083

Cameron & Trivedi's decomposition of IM-test

Source	chi2	df	p
Heteroskedasticity	58.15	35	0.0083
Skewness	7.44	7	0.3842
Kurtosis	1.66	1	0.1975
Total	67.25	43	0.0105

Table-8: Linear Regression for Examining the Relationship between Affective Resistance and OC

Predictors	Beta Coefficient
Job Challenge	-.531***
Communication	-.181
Innovation	-.233*
Trust	-.450***
Social Cohesion	-.201**
R^2	.844
F	569.63

Affective RTC-Dependent Variable; Notes: * $p<0.10$, ** $p<0.05$, *** $p<0.01$

The communication dimension of OC was found to be insignificant to predict affective resistance (*See Table-8*). The regression model for interpreting job challenge dimension on affective resistance implied that holding other dimensions of OC constant, on

average, one unit increase in job challenge dimension decreases affective resistance by .531 units. Likewise, holding other dimensions of OC constant, on average, one unit increase in job innovation dimension decreases affective resistance by .233 units. Also that holding other dimensions of OC constant, on average, one unit increase in trust dimension decreases affective resistance by .450 units. Lastly, holding other dimensions of OC constant, on average, one unit increase in social cohesion dimension decreases affective resistance by .201 units. Hence, all other dimensions of OC except communication were found to be significant predictor of affective resistance, providing partial support for H1 for the effect of dimensions of OC on affective resistance.

- **Can Organization Culture (OC) Predict Behavioral Resistance to Change (RTC)?**

One of the hypotheses stated above as part of hypotheses 1 (H1) was concerned with the significant negative effect of dimensions of OC on behavioral RTC. The regression model, its significance, and interpretation have been discussed below.

Regression Model:

- Behavioral Resistance (Y) = $\beta_0 - \beta_1$ (Job Challenge) - β_2 (Communication) - β_3 (Innovation) - β_4 (Trust) - β_5 (Social Cohesion) + Error (U)

The Regression Model concerning behavioral RTC and dimensions of OC was found to be significant (F=485.44, p=.000). Further, it was found that the dimensions of OC explain about 82% of variance in behavioral resistance. This has further justified the fitness of the Regression Model. The estimation of the Regression Model has been presented below:

$$\text{Behavioral Resistance (Y)} = 8.45 - .447 \text{ (Job Challenge)} - .273 \text{ (Communication)} - .246 \text{ (Innovation)} - .449 \text{ (Trust)}$$

Firstly, there was negative effect of dimensions of OC on behavioral RTC. Further, job challenge and trust dimensions were found to be significant at 1% level of significance.

Likewise, communication dimension was found to be significant at 5% and innovation dimension at 10% significance level. The social cohesion dimension of OC was found to be insignificant to predict behavioral resistance (*see Table-9*).

Table-9: Linear Regression for Examining the Relationship between Behavioral Resistance and Organization Culture

Predictors	Beta Coefficient
Job Challenge	-.447***
Communication	-.273**
Innovation	-.246*
Trust	-.449***
Social Cohesion	-.087
R ²	.825
F	485.44

Behavioral RTC-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

The Regression Model for interpreting job challenge dimension on behavioral resistance implied that holding other dimensions of OC constant, on average, one unit increase in job challenge dimension decreases behavioral resistance by .447 units. Likewise, holding other dimensions of OC constant, on average, one unit increase in communication dimension decreases behavioral resistance by .273 units. Also, holding other dimensions of OC constant, on average, one unit increase in innovation dimension decreases behavioral

resistance by .246 units. Lastly, holding other dimensions of OC constant, on average, one unit increase in trust dimension decreases behavioral resistance by .449 units. Hence, all other dimensions of OC except social cohesion were found to be significant predictor of behavioral resistance, providing partial support for H- for the effect of dimensions of OC on behavioral resistance.

- **Can Organization Culture (OC) Predict Cognitive Resistance to Change (RTC)**

Last among hypotheses stated above as part of **Hypothesis-1 (H1)** was concerned with the significant negative effect of dimensions of OC on cognitive RTC. The regression model, its significance, and interpretation have been discussed below.

Table-10: Linear Regression for Examining the Relationship between Cognitive Resistance and Organization culture

Predictors	Beta Coefficient
Job Challenge	-.359***
Communication	-.216*
Innovation	-.268**
Trust	-.566***
Social Cohesion	-.123
R ²	.849
F	555.76

Cognitive RTC-Dependent Variable

Notes: *p<0.10, p** <0.05, p***<0.01

- **Regression Model:**

Cognitive Resistance (Y) = $\beta_0 - \beta_1$ (Job Challenge) - β_2 (Communication) - β_3 (Innovation) - β_4 (Trust) - β_5 (Social Cohesion) + Error (U)

The regression model concerning cognitive RTC and dimensions of OC was found to be significant (F=555.76, p=.0.000).

Further, it was found that the dimensions of OC explain about 85% of variance in cognitive resistance. This further justified the Fitness of Regression Model. The estimation of the Regression Model has been presented below:

Cognitive Resistance (Y) = 8.63 - .359 (Job Challenge) - .216 (Communication) - .268 (Innovation) - .566 (Trust)

Firstly, there was negative effect of dimensions of OC on cognitive RTC. Further, job challenge and trust dimensions were found to be significant at 1% level of significance. Likewise, innovation dimension was found to be significant at 5% and communication dimension was significant at 10% level of significance. The social cohesion dimension of OC was found to be insignificant to predict cognitive resistance (*see Table-11 below*). The Regression Model for interpreting job challenge dimension on behavioral resistance implied that holding other dimensions of OC constant, on an average, one unit increase in (i) job challenge dimension decreases cognitive resistance by .359 units; (ii) communication dimension decreases cognitive resistance by .216 units; (iii) innovation dimension decreases cognitive resistance by .268 units; (iv) trust dimension decreases cognitive resistance by .566 units. Hence, all other dimensions of OC except social cohesion were found to be significant predictor of cognitive resistance, providing partial support for Hypothesis-1 for the effect of dimensions of OC on cognitive resistance. To sum up, three relationships viz., effect of (i) communication dimension on affective resistance, (ii) social cohesion dimension on

behavioral RTC, and (iii) social cohesion dimension on cognitive RTC were found to be insignificant. All other associated relationships concerning **Hypothesis-1 (H1)** have been supported on the basis of their direction and significance.

- **Can Needs-Supplies Fit Mediate the Relationship between OC and RTC?**

Table-11: Direct and Indirect Effect of dimensions of OC on Affective Resistance

Predictors	Beta Coefficient	Beta Coefficient
	Model 1	Model 2
Job Challenge	-.531***	-.449***
Communication	-.181	-.093
Innovation	-.234*	-.183
Trust	-.450***	-.357***
Social Cohesion	-.201**	-.158**
Needs-Supplies Fit		-.377***
	379.72	337.28
Adjusted R ²	.842	.851

Affective Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Looking at the results of F-test and adjusted R² all models were found having a good fit (*see Table-11, Table-12, and Table-13 above*). In order to test the mediating effect the four step model proposed by Baron and Kenny (1986) was performed. Firstly, the mediating effect of N-S-F on the relationship between dimensions of OC and affective RTC was examined. The econometric model in each step along with the analysis procedure has been made in the background though not presented in the text. Step-wise Model for Examining Mediating Effect of Needs-Supplies Fit on the Relationship between OC and Affective Resistance can be used. A meaningful discussion can now be made based on the Model for Mediation proposed by Baron and Kenny (1986).

Here, the results from step 1 revealed that job challenge and trust dimensions were significant at 1% level of significance. Social cohesion dimension was found to be significant at 5% and that innovation dimension was significant at 10% significance level.

Table-12: Effect of dimensions of OC on Mediating variable (Needs-Supplies-Fit)

Predictors	Beta Coefficient
Job Challenge	.218***
Communication	.231***
Innovation	.136*
Trust	.243***
Social Cohesion	.115**
Adjusted R ²	.83
F	346.00

Needs-Supplies Fit-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Table-13: Effect of Mediating Variable (Needs-Supplies-Fit) on Affective Resistance

Predictors	Beta Coefficient
Needs-Supplies fit	.875***
Adjusted R ²	.766
F	1157.04

Affective Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Communication dimension was insignificant and hence it cannot be further included in the mediation process. In Step-2, job challenge, communication, and trust dimensions of OC were found to be significant predictor of the mediating variable (need-supplies fit) at 1% level of significance. As, communication dimension was already found to be insignificant predictor of affective resistance, it is not included in the process. Further, social cohesion dimension was significant predictor of need-supplies fit at 5% significance level and innovation dimension was significant at 10% (*see Table-14*). The result from Step-3 found mediating variable (need-supplies fit) to be a significant predictor of affective resistance (*see Table 16*). Lastly, Step-4 found innovation dimension to be insignificant after controlling for mediating variable N-S-F. Hence, N-S-F fully mediates the relationship between innovation dimension and affective RTC at 10% level of significance. Job challenge, trust, and social cohesion dimensions are still significant after controlling for N-S-F and this finding supports partial mediation (*see Table-14*). Hence, N-S-F partially mediates the relationship between job challenge, trust, and social cohesion dimensions of OC and affective RTC. Looking at the results of F-test and adjusted R² all models were found having a good fit (*see Table-12, Table-14, and Table-15*). In order to test the mediating effect the Four-step Model proposed by Baron and Kenny (1986) was performed. Firstly, the mediating effect of needs-supplies fit on the relationship between dimensions of OC and behavioral RTC was examined. Step-wise Model for Examining Mediating Effect of Needs-Supplies Fit on the Relationship between Organization culture and Behavioral Resistance has been considered in the background.

Table-14: Direct and Indirect Effect of dimensions of OC on Behavioral Resistance

Predictors	Beta Coefficient	Beta Coefficient
	Model 1	Model 2
Job Challenge	-.447***	-.374***
Communication	-.273**	-.196
Innovation	-.246*	-.201
Trust	-.450***	-.369***
Social Cohesion	-.087	-.049
Needs-Supplies Fit		-.331***
F	329.90	288.59
Adjusted R ²	.823	.830

Behavioral Resistance-Dependent Variable

Notes: *p<0.10, p** <0.05, p***<0.01

Table-15: Effect of Mediating Variable (Needs-Supplies Fit) on Behavioral Resistance

Predictors	Beta Coefficient
Needs-Supplies fit	.863***
R ²	.744
F	1030.58

Behavioral Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Table-16: Direct and Indirect Effect of dimensions of Organization culture on Cognitive Resistance

Predictors	Beta Coefficient	
	Model 1	Model 2
Job Challenge	-.359***	-.286***
Communication	-.216*	-.138
Innovation	-.269**	-.223*
Trust	-.567***	-.485***
Social Cohesion	-.123	-.084
Needs-Supplies Fit		-.336***
F	394.67	347.88
Adjusted R ²	.848	.855

Cognitive Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

The discussion below has been based on the Model for Mediation proposed by Baron and Kenny (1986). Here, the results from Step-1 revealed that job challenge and trust dimensions were significant at 1% level of significance. Communication dimension was found to be significant at 5% and that innovation dimension was significant at 10% significance level. Social Cohesion dimension was insignificant and hence it cannot be further included in the mediation process (*see Table-16*).

In Step-2, job challenge, communication, and trust dimensions of OC were found to be significant predictors of the mediating variable N-S-F at 1% level of significance. Further, social cohesion dimension was significant predictor of N-S-F at 5% significance level and innovation dimension was significant at 10% (*see Table-15*). As, social cohesion dimension was already found to be insignificant predictor of behavioral resistance, it is not included in the process. The result from Step-3 found mediating variable N-S-F to be a significant predictor of behavioral resistance (*see Table-16*). Lastly, Step-4 found both communication and innovation dimensions to be insignificant after controlling for mediating variable N-S-F. Hence, N-S-F fully mediates the relationship between innovation dimension and behavioral RTC at 10% level of significance, and communication dimension and behavioral resistance at 5% level of significance. Job challenge and trust dimensions are still significant after controlling for needs-supplies fit, the finding support partial mediation. So, N-S-F fit partially mediates the relationship between job challenge and trust dimensions of OC and behavioral RTC.

Table-17: Effect of Mediating Variable (Needs-Supplies Fit) on Cognitive Resistance

Predictors	Beta Coefficient
Needs-Supplies fit	-.875***
R ²	.765
F	1156.56

Cognitive Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

All models were found to be having a good fit (*see Table15, Table 16, and Table 17*) once we look at the results of F-test and adjusted R². In order to test the mediating effect the four step model proposed by Baron and Kenny (1986) was performed. Firstly, the mediating effect of needs-supplies fit on the relationship between dimensions of OC and cognitive RTC was examined. Similarly, the econometric model in each step along with the analysis procedure has been considered. A Step-wise Model for Examining Mediating Effect of Needs-Supplies Fit (N-S-F) on the Relationship between Organization culture and Cognitive Resistance was considered in the background for making a discussion based on the Model for Mediation proposed by Baron and Kenny (1986). Here, the results from Step-1 revealed that job challenge and trust dimensions were significant at 1% level of significance. Innovation dimension was found to be significant at 5% and that communication dimension was significant at 10% significance level. Social Cohesion dimension was insignificant and hence it cannot be further included in the mediation process (*see Table-18 below*). In step 2, job challenge, communication, and trust dimensions of OC were found to be significant predictors of the mediating variable N-S-F at 1% level of significance. Further, social cohesion dimension was significant predictor of N-S-F at 5% significance level and innovation dimension was significant at 10% (*see Table 15*).

As, social cohesion dimension was already found to be insignificant predictor of cognitive resistance, it is not included in the process. The result from Step-3 found mediating variable N-S-F to be a significant predictor of cognitive resistance (*see Table-18*). Lastly, Step-4 found communication dimension to be insignificant after controlling for mediating variable N-S-F and innovation dimension only significant at 10% level of significance. Hence, N-S-F partially mediates the relationship between innovation dimension and cognitive RTC at 10% level of significance, and fully mediates communication dimension and cognitive resistance at 5% level of significance. Job challenge and trust dimensions are still significant after controlling for N-S-F and hence find support partial mediation. Hence, N-S-F partially mediates the relationship between job challenge and trust dimensions of OC and cognitive RTC.

- **Can Demands-Abilities Fit Mediate the Relationship between Organization Culture (OC) and Resistance to Change (RTC)**

Looking at the results of F-test and adjusted R² all models were found having a good fit (*see Table-18, Table-19 and Table-20*). In order to test the mediating effect the four step model proposed by Baron and Kenny (1986) was performed. Here, the mediating effect of demands-abilities fit on the relationship between dimensions of OC and affective RTC was examined. Also, the econometric model in each step along with the analysis procedure has been considered in the background though not presented in the text. Step-wise Model for Examining Mediating Effect of D-A-F on the Relationship between OC and Affective Resistance was considered to base our discussion on the Model for Mediation proposed by Baron and Kenny (1986).

Table-18: Direct and Indirect Effect of dimensions of OC on Affective Resistance

Predictors	Beta Coefficient	
	Model 1	Model 2
Job Challenge	-.531***	-.480***
Communication	-.181	-.063
Innovation	-.234*	-.154
Trust	-.450***	-.350***
Social Cohesion	-.201**	-.153**
Demand-Abilities Fit		-.415***
F	379.72	344.13
Adjusted R ²	.842	.853

Affective Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Table-19: Effect of dimensions of Organization culture on Mediating variable (Demands-Abilities Fit)

Predictors	Beta Coefficient
Job Challenge	.124*
Communication	.283***
Innovation	.192**
Trust	.238***
Social Cohesion	.115**
Adjusted R ²	.825
F	334.19

Demands-Abilities Fit-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Table-20: Effect of Mediating Variable (Demands-Abilities Fit) on Affective Resistance

Predictors	Beta Coefficient
Demand-Abilities fit	.877***
Adjusted R ²	.768
F	1173.59

Affective Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

The results from Step-1 revealed that job challenge and trust dimensions were significant at 1% level of significance. Social cohesion dimension was found to be significant at 5% and that innovation dimension was significant at 10% significance level.

Communication dimension was insignificant and hence it cannot be further included in the mediation process. In Step-2, communication and trust dimensions of OC were found to be significant predictor of the mediating variable D-A-F at 1% level of significance. As communication dimension was already found to be insignificant predictor of affective resistance, it is not included in the process. Further, innovation and social cohesion dimensions were significant predictors of D-A-F at 5% significance level and job challenge dimension was significant at 10% (*see Table-19*). The result from Step-3 found mediating variable D-A-F to be a significant predictor of affective resistance (*see Table-20*). Lastly, Step-4 found innovation dimension to be insignificant after controlling for mediating variable (demands-abilities fit). Hence, D-A-F fully mediates the relationship between innovation

dimension and affective RTC at 10% level of significance. Job challenge and trust dimensions are still significant after controlling for D-A-F and this finding supports partial mediation (*see Table-18*). It is to be noted that job challenge dimension was only found to be significant at 10% level of significance while predicting D-A-F. In case of 5% level of significance, mediation process by including job challenge could not be performed. In regard to social cohesion dimension, D-A-F fully mediates the relationship between social cohesion and affective resistance given the level of significance at 5%, and partially mediates if significance level is at 10%.

Table-21: Direct and Indirect Effect of dimensions of Organization Culture on Behavioral Resistance

Predictors	Beta Coefficient	Beta Coefficient
	Model 1	Model 2
Job Challenge	-.447***	-.401***
Communication	-.273**	-.168
Innovation	-.246*	-.176
Trust	-.450***	-.362***
Social Cohesion	-.087	-.045
Demands-Abilities Fit		-.368***
F	329.90	293.32
Adjusted R ²	.823	.832

Behavioral Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Table-22: Effect of Mediating Variable (Demands-Abilities Fit) on Behavioral Resistance

Predictors	Beta Coefficient
Demand-Abilities fit	-.865***
Adjusted R ²	.748
F	1049.14

Behavioral Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Looking at the results of F-test and adjusted R², all models were found having a good fit (*see Table-19, Table-21, and Table-22*). In order to test the mediating effect the Four-step Model proposed by Baron and Kenny (1986) was performed. Here, the mediating effect of D-A-F on the relationship between dimensions of OC and behavioral RTC was examined. The econometric model in each step along with the analysis procedure is also considered in the background though the same has not been presented here.

Step-wise Model for Examining Mediating Effect of Demand-Abilities Fit (D-A-F) on the Relationship between OC and Behavioral Resistance. The following discussion has been based on the model for mediation proposed by Baron and Kenny (1986). Here, the results from Step-1 revealed that job challenge and trust dimensions were significant at 1% level of significance. Communication dimension was found to be significant at 5% and that innovation dimension was significant at 10% significance level. Social Cohesion dimension was insignificant and hence it cannot be further included in the mediation process (*see Table-21*). In Step-2, communication and trust dimensions of OC were found to be significant

predictor of the mediating variable D-A-F at 1% level of significance. Further, both innovation and social cohesion dimensions were significant predictors of D-A-F at 5% significance level.

Social cohesion dimension has already been found to be insignificant in the earlier step and its inclusion in this stage, though significant, was irrelevant. Further, job challenge dimension was significant at 10% (*see Table-19*). The result from Step-3 found the mediating variable D-A-F to be a significant predictor of behavioral resistance (*see Table-22*). Lastly, Step-4 found both communication and innovation dimensions to be insignificant after controlling mediating variable D-A-F. Hence, D-A-F fully mediates the relationship between ‘communication’, and ‘innovation’ dimensions and behavioral RTC. Note that innovation dimension was significant only at 10% level of significance at Step-1. If the significance level is strictly taken to be at 5%, including innovation dimension in the mediating process becomes irrelevant. Job challenge and trust dimensions are still significant after controlling for D-A-F and this finding supports partial mediation (*see Table-21*). It is to be noted that job challenge dimension was only found to be significant at 10% level of significance while predicting D-A-F. In case of 5% level of significance, mediation process by including job challenge could not be performed.

Table-23: Direct and Indirect Effect of dimensions of Organization culture on Cognitive Resistance

Predictors	Beta Coefficient	Beta Coefficient
	Model 1	Model 2
Job Challenge	-.359***	-.316***
Communication	-.216*	-.117
Innovation	-.269**	-.202*
Trust	-.567***	-.484***
Social Cohesion	-.123	-.083
Demands-Abilities Fit		-.347
F	394.67	350.67
Adjusted R ²	.848	.856

Cognitive Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Table-24: Effect of Mediating Variable (Demands-Abilities Fit) on Cognitive Resistance

Predictors	Beta Coefficient
Demand-Abilities fit	-.875***
Adjusted R ²	.764
F	1149.52

Cognitive Resistance-Dependent Variable; Notes: *p<0.10, p** <0.05, p***<0.01

Looking at the results of F-test and adjusted R² all models were found having a good fit (*see Table-19, Table-23, and Table-28*). In order to test the mediating effect the Four-step Model proposed by Baron and Kenny (1986) was performed. Here, the mediating effect of D-A-F on the relationship between dimensions of OC and cognitive RTC was examined. The econometric model in each step along with the analysis procedure has been considered in the background. Step-wise Model for Examining Mediating Effect of Demand-Abilities Fit on the Relationship between Organization culture and Cognitive Resistance provides the basis

for our discussion based on the model for mediation proposed by Baron and Kenny (1986). Here, the results from step 1 revealed that job challenge and trust dimensions were significant at 1% level of significance. Innovation dimension was found to be significant at 5% and communication dimension was significant at 10% significance level. Social Cohesion dimension was insignificant and hence it can't be further included in the mediation process (*see Table-23*). In step 2, the communication and trust dimensions of OC were found to be significant predictors of the mediating variable (D-A-F) at 1% level of significance. Further, both innovation and social cohesion dimensions were significant predictors of D-A-F at 5% significance level. Social cohesion dimension has already been found to be insignificant in the earlier step and its inclusion in this stage, though significant, was irrelevant. Further, the job challenge dimension was significant at 10% (*see Table-19*). The result from step 3 found the mediating variable (D-A-F) to be a significant predictor of cognitive resistance (*see Table-24*).

Lastly, Step-4 found communication dimension to be insignificant after controlling for mediating variable (demands-abilities fit). Hence, D-A-F fully mediates the relationship between innovation dimension and cognitive RTC. Note that communication dimension was significant only at 10% level of significance at Step-1. If the significance level is strictly taken to be at 5% then including the communication dimension in the mediating process becomes irrelevant. Job challenge and trust dimensions are still significant after controlling for D-A-F and the findings support partial mediation (*see Table-23*). It is to be noted that the job challenge dimension was only found to be significant at 10% level of significance while predicting D-A-F. In case of 5% level of significance, the mediation process by including job challenge could not be performed. Lastly, the innovation dimension was found to be significant at only 10% significance level. Hereby, if significance level of 10% is allowed then demands-abilities fit would partially mediate the relationship between innovation dimension of OC and cognitive resistance, and in case of 5% significance level innovation would fully mediate the above relationship.

- **Test of Moderated Mediation**

Table-25: Index of Moderated Mediation for the mediating effect of Needs-Supplies Fit on the relationship between dimensions of Organization Culture and Affective Resistance

Mediator					
	Index	SE (Boot)	Boot LLIC	Boot ULIC	Independent Variable
Needs-Supplies Fit	-.0410	.0711	-.1762	.1039	Innovation
	-.1188	.1016	-.3247	.0780	Job Challenge
	-.0929	.0818	-.2744	.0482	Trust
	-.2449	.0826	-.4102	-.0850	Social Cohesion

Note: Affective Resistance, Dependent Variable

In order for moderated mediation to be significant, both direct and indirect effects must be significant. The same has been tested in the mediation analysis conducted above while examining the mediation process through Baron and Kenny (1986).

Similarly, in order for moderated mediation to be significant, zero should be outside the lower and upper confidence interval. If zero is between the confidence interval then moderated mediation will not be significant. In the above table, (*see Table-25*) moderation effect of ES on the mediated relationship was found to be insignificant for N-S-F mediating the relationship between innovation, job challenge, and social cohesion dimensions of OC

and affective resistance. Values of confidence intervals for N-S-F mediating the relationship between trust dimension of OC and affective resistance do not have zero (LLIC=-4102, ULIC=-0850) suggesting significance. Therefore, ES moderates the mediating effect of needs-supplies fit on the relationship between trust dimension of OC and affective RTC. In the table below, (*see Table-26*), moderation effect of the ES on the mediated relationship was found to be insignificant for N-S-F mediating the relationship between innovation, job challenge, and trust dimensions of OC and behavioral resistance. Values of confidence intervals for N-S-F mediating the relationship between communication dimension of OC and behavioral resistance do not have zero (LLIC=-2822, ULIC=-0241) suggesting significance. Therefore, ES moderates the mediating effect of N-S-F on the relationship between the communication dimension of OC and behavioral RTC.

Table-26: Index of Moderated Mediation for the mediating effect of Needs-Supplies Fit on the relationship between dimensions of Organization culture and Behavioral Resistance

Mediator					
	Index	SE (Boot)	Boot LLIC	Boot ULIC	Independent Variable
Needs-Supplies Fit	-.1116	.0942	-.3055	.0672	Job Challenge
	-.1346	.0646	-.2822	-.0241	Communication
	-.0367	.0625	-.1594	.0857	Innovation
	-.0840	.0734	-.2440	.0414	Trust

Note: Behavioral Resistance, Dependent Variable

Table-27: Index of Moderated Mediation for the mediating effect of Needs-Supplies Fit on the relationship between dimensions of OC and Cognitive Resistance

Mediator					
	Index	SE (Boot)	Boot LLIC	Boot ULIC	Independent Variable
Needs-Supplies Fit	-.1197	.1061	-.3308	.0766	Job Challenge
	-.1403	.0695	-.2953	-.0196	Communication
	-.0376	-.0637	-.1578	.0881	Innovation
	-.0804	.0698	-.2357	.0416	Trust

Note: Cognitive Resistance, Dependent Variable

In the above table (*see Table-27*) moderation effect of the ES on the mediated relationship was found to be insignificant for N-S-F mediating the relationship between innovation, job challenge, and trust dimensions of OC and cognitive resistance. Values of confidence intervals for N-S-F mediating the relationship between communication dimension of OC and cognitive resistance do not have zero (LLIC=-2953, ULIC=-0196) suggesting significance. Therefore, ES moderates the mediating effect of N-S-F on the relationship between the communication dimension of OC and cognitive RTC.

Table-28: Index of Moderated Mediation for the mediating effect of Demands-Abilities Fit on the relationship between dimensions of Organization culture and Affective Resistance

Mediator					
	Index	SE (Boot)	Boot LLIC	Boot ULIC	Independent Variable
Demands-Abilities Fit	-.1141	.0594	-.2536	-.0186	Innovation
	-.1909	.0830	-.3830	-.0533	Job Challenge
	-.1504	.0636	-.3077	-.0530	Trust
	-.2584	.0711	-.4167	-.1380	Social Cohesion

Note: Affective Resistance, Dependent Variable

In the above table (*see Table-28*) moderation effect of the ES on the mediated relationship was found to be significant for D-A-F mediating the relationship between innovation, job challenge, trust, and social cohesion dimensions of OC and affective resistance. As the confidence intervals value for D-A-F mediating the relationship between dimensions of OC and affective resistance do not have zero, suggesting significance. Therefore, ES moderates the mediating effect of D-A-F on the relationship between job challenge, innovation, trust, and social cohesion dimensions of OC and affective RTC.

In the table below (*see Table-29*), moderation effect of the ES on the mediated relationship was found to be significant for D-A-F mediating the relationship between job challenge, communication, innovation, and trust dimensions of OC and behavioral resistance. Values of the confidence intervals for D-A-F mediating the relationship between dimensions of OC and behavioral resistance do not have zero and hence suggest significance. Therefore, ES moderates the mediating effect of D-A-F on the relationship between job challenge, communication, innovation and trust dimensions of OC and behavioral RTC.

Table-29: Index of Moderated Mediation for the mediating effect of Demands-Abilities Fit on the relationship between dimensions of Organization culture and Behavioral Resistance

Mediator					
	Index	SE (Boot)	Boot LLIC	Boot ULIC	Independent Variable
Needs-Supplies Fit	-.1768	.0785	-.3686	-.0507	Job Challenge
	-.1184	.0505	-.2455	-.0407	Communication
	-.1009	.0520	-.2227	-.0136	Innovation
	-.1330	.0610	-.2876	-.0470	Trust

Note: Behavioral Resistance, Dependent Variable

In the *Table-30* below, moderation effect of the ES on the mediated relationship was found to be significant for D-A-F mediating the relationship between job challenge, communication, innovation, and trust dimensions of OC and cognitive resistance. Confidence intervals value for D-A-F mediating the relationship between dimensions of OC and cognitive resistance do not have zero, suggesting significance. Therefore, ES moderates the mediating effect of D-A-F on the relationship between job challenge, communication, innovation, and trust dimensions of OC and cognitive RTC.

Table-30: Index of Moderated Mediation for the mediating effect of Demands-Abilities Fit on the relationship between dimensions of Organization culture and Cognitive Resistance

<i>Mediator</i>					
	Index	SE (Boot)	Boot LLIC	Boot ULIC	Independent Variable
Needs-Supplies Fit	-.1959	.0896	-.4015	-.0442	Job Challenge
	-.1256	.0552	-.2567	-.0360	Communication
	-.1043	.0532	-.2317	-.0179	Innovation
	-.1361	.0638	-.2969	-.0391	Trust

Note: Cognitive Resistance, Dependent Variable

To sum up, in regard to **Hypothesis-1 (H1)** concerning the negative relationship between dimensions of OC and dimensions of RTC, except communication dimension of OC, all other dimensions (job challenge, innovation, trust, and social cohesion) were found to be significant negative predictors of affective RTC. Except for the social cohesion dimension of OC, other dimensions (job challenge, communication, innovation and trust) were significant negative predictors of behavior resistance. Lastly, apart from the social cohesion dimension of OC, other dimensions (job challenge, communication, innovation and trust) were significant negative predictors of cognitive resistance. So, looking at the dimensional relationship of **Hypothesis-1**, there has been a good support rather than full support. Out of 15 possible relationships under Hypothesis-1, twelve have been supported. Coming to N-S-F as a mediating variable concerning **Hypothesis-2 (H2)**, N-S-F fully mediates the relationship between innovation dimension and affective RTC at 10% level of significance and partially mediates the relationship between job challenge, trust, and social cohesion dimensions of OC and affective RTC. N-S-F fully mediates the relationship between innovation dimension and behavioral RTC at 10% level of significance, and communication dimension and behavioral resistance at 5% level of significance. N-S-F partially mediates the relationship between job challenge and trust dimensions of OC and behavioral RTC. N-S-F partially mediates the relationship between innovation dimension and cognitive RTC at 10% level of significance, and fully mediates communication dimension and cognitive resistance at 5% level of significance.

N-S-F partially mediates the relationship between job challenge and trust dimensions of OC and cognitive RTC. Hence, apart from three relationships involving communication dimension and affective resistance, social cohesion dimension and behavioral as well as cognitive resistance, N-S-F mediates other relationships, some mediated fully and some partially. This showed good support for **Hypothesis-2** concerning N-S-F as a mediator. With regard to D-A-F as a mediating variable concerning **Hypothesis-2 (H2)**, D-A-F fully mediates the relationship between innovation dimension and affective RTC at 10% level of significance and partially mediates the relationships between 'job challenge', trust dimension and affective resistance. As for social cohesion dimension, D-A-F fully mediates the relationship between social cohesion and affective resistance given the level of significance at 5%, and partially mediates when significance level is at 10%. D-A-F fully mediates the relationship between 'communication', and innovation dimension and behavioral RTC and that partially mediates the relationship between 'job challenge', and trust dimensions and behavioral resistance. D-A-F fully mediates the relationship between innovation dimension and cognitive RTC. D-A-F partially mediates the relationship between 'job challenge', and trust dimension and cognitive resistance.

If a significance level of 10% is allowed then D-A-F would partially mediate the relationship between innovation dimension of OC and cognitive resistance, and in case of 5% significance level innovation would fully mediate the above relationship. Hence, mediating variable D-A-F mediated all except three relationships concerning (i) Communication dimension and Affective Resistance, (ii) Social Cohesion dimension and Behavioral Resistance, (iii) Social Cohesion dimension and Cognitive Resistance. For others, there was some sort of mediation at different level of significance. This showed good support for **Hypothesis-2** concerning needs-supplies fit as mediator. Concerning **Hypothesis-3 (H3)**, ES moderates the mediated relationships with N-S-F as mediating variable, ES moderates the mediating effect of needs-supplies fit on the relationship between trust dimension of OC and affective RTC. ES moderates the mediating effect of needs-supplies fit on the relationship between the communication dimension of OC and behavioral RTC. ES moderates the mediating effect of N-S-F fit on the relationship between the communication dimension of OC and cognitive RTC. This showed only partial support for moderated mediation hypotheses concerning needs-supplies fit as a mediating variable. Coming to **Hypothesis-3 (H3)**, ES moderating the mediated relationships with D-A-F as mediating variable, ES moderates the mediating effect of D-A-F on the relationship between job challenge, innovation, trust, and social cohesion dimensions of OC and affective RTC. ES moderates the mediating effect of D-A-F on the relationship between job challenge, communication, innovation, and trust dimensions of OC and behavioral RTC. And lastly, ES moderates the mediating effect of D-A-F on the relationship between job challenge, communication, innovation, and trust dimensions of OC and cognitive RTC. This showed good support for moderated mediation hypotheses concerning D-A-F.

SECTION-IV

SUMMARY, DISCUSSION, IMPLICATIONS, AND CRITIQUING OF THE STUDY

This section integrates and provides a discussion on the major findings of this study based on available empirical support and the contextual relevance of the issue. Their implications are also discussed before critiquing the study.

- **Major Findings**

The average scores for different dimensions of Organization Culture (OC) were found to be 3.20 (Job Challenge), 3.18 (Communication), 3.20 (Innovation), 3.24 (Trust), and 3.17 (Social Cohesion). They indicated that the ratings provided by employees of the commercial banks post-M&A, have high regard towards their OC. Likewise, average scores for dimensions of RTC were found to be 3.66 (Affective Resistance), 3.63 (Behavioral Resistance), and 3.71 (Cognitive Resistance) indicating that, on average, employees are less reluctant to resist post M&A change. The average scores were some sort of indicators signaling the inverse nature of the relationship between OC and RTC. Lastly, the average scores for the two dimensions of Person-Job Fit (P-J-F) are (i) 3.10 for the Needs-Supplies Fit (N-S-F) and (ii) 3.21 for Demands-Abilities Fit (D-A-F). This reflected the positive nature of relationship among P-J-F and organizational change, and an inverse relationship among P-J-F and RTC which, in general, was found as a variable with negative connotation and P-J-F was considered as a concept with positive meaning. The results supported the findings for understanding the variables that were measured by instruments purposefully employed. Firstly, in the study domain, significant negative predictability of OC dimensions such as job challenge, innovation, trust, and social cohesion on affective RTC was observed while communication dimension was not significantly predicting the same. Also, job challenge,

communication, innovation, and trust dimensions of OC other than social cohesion dimension were found to be significant predictors of behavioral RTC.

Lastly, the same dimensions of OC that significantly and negatively predicted behavioral resistance were also predicting cognitive resistance. Looking at the study through dimensional breakdown, only three relationships could not be established. They are (i) communication dimension of OC and affective resistance, (ii) social cohesion dimension of OC and behavioral resistance, and (iii) social cohesion dimension of OC and cognitive resistance. Observing the mediating effect of N-S-F dimension of P-J-F, N-S-F was found to fully mediate the relationship between innovation dimension and affective RTC at 10% level of significance and partially mediate the relationship between job challenge, trust, and social cohesion dimensions of OC and affective RTC. Also, N-S-F fully mediated the relationship between innovation dimension and behavioral RTC at 10% level of significance. And, communication dimension and behavioral resistance at 5% level of significance. N-S-F partially mediates the relationship between job challenge and trust dimensions of OC and behavioral RTC. Finally, N-S-F partially mediated the relationship between innovation dimension and cognitive RTC at 10% level of significance, and fully mediated communication dimension and cognitive resistance at 5% level of significance. N-S-F partially mediated the relationship between job challenge and trust dimensions of OC and cognitive RTC. Hence, apart from three relationships concerning communication dimension and affective resistance, social cohesion dimension and behavioral as well as cognitive resistance, needs-supplies fit mediated other relationships, some fully and some partially. The another dimension of P-J-F viz., D-A-F was found to fully mediate the relationship between innovation dimension and affective RTC at 10% level of significance and partially mediates the relationships between 'job challenge' and trust dimension and affective resistance.

As for social cohesion dimension, D-A-F fully mediates the relationship between social cohesion and affective resistance given the level of significance at 5%. D-A-F fully mediates the relationship between 'communication' and innovation dimension and behavioral RTC and only partially mediates the relationship between 'job challenge' and trust dimensions and behavioral resistance. D-A-F fully mediates the relationship between innovation dimension and cognitive RTC. D-A-F partially mediates the relationship between 'job challenge' and trust dimensions and cognitive resistance. If the significance level of 10% is allowed, then D-A-F would partially mediate the relationship between the innovation dimension of OC and cognitive resistance, and in the case of 5% significance level 'innovation' would fully mediate the above relationship. Hence, mediating variable D-A-F mediated all except three relationships involving (i) Communication dimension and Affective Resistance, (ii) Social Cohesion dimension and Behavioral Resistance, (iii) Social Cohesion dimension and Cognitive resistance. This study has incorporated moderated mediation as a methodological tool to understand the moderation effect of ES on the mediated relationships. When N-S-F was taken as a mediating variable, ES moderated the mediating effect of N-S-F on the relationship between trust dimension of OC and affective RTC. ES moderated the mediating effect of N-S-F on the relationship between the communication dimension of OC and behavioral RTC. ES moderated the mediating effect of N-S-F on the relationship between the communication dimension of OC and cognitive RTC. When the mediating variable was D-A-F, ES moderated the mediating effect of D-A-F on the relationship between job challenge, innovation, trust, and social cohesion dimensions of OC and affective RTC. ES moderated the mediating effect of D-A-F on the relationship between job challenge, communication, innovation, and trust dimensions of OC and behavioral RTC. And lastly, ES moderated the mediating effect of D-A-F on the relationship between job challenge, communication, innovation, and trust dimensions of OC and cognitive RTC.

- **Discussion**

The findings of the study concerning the relationship between OC and RTC are very much in-line with the findings of by several other scholars at different point of time (e.g., Schein, 1984; Schneider, Brief, and Guzzo, 1996; Danisman, 2010). As ‘affective resistance’ is concerned with the feeling of the employee regarding change, the foremost feeling is guided by uncertainty. Communication regarding change during M&A phase is more restricted to top management with greater focus on financial indices. Employees generally don’t go well with the communication mechanism used to orient them regarding change. Schweiger and Denisi (1991) had identified that top management is often unaware or unwilling to communicate and discuss the changes with employees creating uncertainty among them about the future which is more stressful than the change itself. However, the present study does not support the above finding the relationship between communication and affective dimension has much to do with the contextual leadership practices, which is found out to be insignificant in the present study. In the study domain, the majority of the employees have informal relationships with one or other knowledgeable top management personnel who know about M&A activities carried out.

But such prior knowledge can’t provide any kind of assurance for the continued well-being in their jobs against uncertainties involved in the process. They have high propensity for resistance despite being high on communication as evidenced by an insignificant relationship between communication dimension and affective resistance in this study. The study also found an insignificant relationship between social cohesion dimension and human behavioral resistance which refers to the actions or intentions that the employee displays in the form of complaining or convincing others negatively. As pointed out by Milani, Shanian, and El-Lahman (2006), this is a natural response to change involving going from the known to the unknown. So, it is obvious that employees demonstrate this and persuade others to do the same. Social cohesion is concerned with a sense of cooperation and solidarity among employees. In the case of M&A, the domain is driven by social relationships and employees are expected to demonstrate high social cohesion. As pointed out by (Parajuli et al., 2015), socio-cultural harmony and cultural mix are the unique characteristic features of the native local society. Employees representing the same organization prior to M&A tend to cooperate and support each other more. Hence, the contextual domain is driven by mutual cooperation and hence employees tend to be high on social cohesion and given the uncertainties, behavioral resistance might also be on the higher side. Insignificant relationship between social cohesion dimension and behavioral RTC in the context of M&A explains this.

Another insignificant relationship was observed for social cohesion and cognitive resistance. The domain was found to be high on social cohesion from the above discussion. Cognitive resistance is concerned with the thinking about the change and employees found change to be unnecessary and unbeneficial. The three dimensions of RTC had a causal chain (Chung, Su, & Su, 2012) and employees’ negative feelings towards change provoked negative thoughts while also encouraging intentions to resist change behaviorally. A feeling of job uncertainty in the study domain has not inspired positive thinking while making cognitive resistance to coexist. So, employees tend to be high on both social cohesion and also high on cognitive resistance as was reasoned by an insignificant relationship between social cohesion dimension and cognitive RTC. Coming to N-S-F as a mediating variable, only those relationships that were insignificant under Hypothesis-1 were found not to be mediated by N-S-F and the reason for the same had already been discussed.

Also, a similar scenario existed for D-A-F as a mediating variable. It can be inferred from the results that person-job fit can be an instrumental variable in mediating and for better

understanding the relationship between OC and RTC. Another underlying hypothesis, though not explicitly mentioned, is about the average for different dimensions under RTC and OC for Employee Status (ES). This assumption was a focal point of interest in terming ES as a moderating variable that moderates the mediated relationship. The results revealed that the mean score of affective resistance for employees from the Lead Organization was 1.96 and that for employees from the Minor Organization was 5.40. Likewise, mean scores of behavioral resistance for lead and the Minor Organization employees was 2.01 and 5.29 respectively. Lastly, the average scenarios of cognitive resistance for lead and the Minor Organization employees were 2.10 and 5.40 respectively. The above results suggest that resistance is expressed and exhibited more by employees from the Minor Organization than those from the Lead Organization. The average of OC for ES suggested that the average of job challenge dimensions were 4.22 and 2.16 respectively for lead and the Minor Organization employees. Similarly, the corresponding averages are 4.23 and 2.10 for communication, 4.27 and 2.10 for innovation, 4.26 and 2.21 for trust, and 4.24 and 2.06 for social cohesion dimensions.

It can be inferred from the above results that employees from the Lead Organization are those who stayed in the same organization after the M&A and experienced the least impact of cultural change as opposed to those from the Minor Organizations. Looking at the averages for different types of ES in regard to RTC and OC for ES, the selection of ES as a moderating variable was somewhat justified. When the moderating effect for the mediated relationship was examined, demands-abilities fit as a mediating variable was found to be more significant than N-A-F. D-A-F that mediated the relationship between dimensions of OC and RTC was moderated by ES for all except three relationships (that between (i) Communication and Affective resistance, (ii) Social Cohesion and Behavioral Resistance, and (iii) Social Cohesion and Cognitive Resistance). The mediating effect of needs-supplies fit was moderated by ES only for three relationships viz., (i) trust and affective resistance, (ii) communication and behavioral resistance, and (iii) communication and cognitive resistance.

- **Implications**

This study reinforces the importance of crafting and carrying out strategies to minimize the probable resistance from proposed change initiatives. Irrespective of scale and scope of the change involved, the nature and magnitude of concomitant uncertainties make the disturbed employees feel as threatening to their comfort zone and resist. Further the study has reinforced OC as a significant predictor of RTC. M&A context requires a cultural shift or adjustment but generally there is reluctance to adapt and change from the employees. Hence, top management is required to provide adequate orientation on cultural integration before actual merging of employees takes place. Cultural compatibility of employees is the prerequisite for determining the long term faith of any major change initiative such as the M&A (e.g., Schneider, Brief, & Guzzo, 1996; Johnson, 1992) and the same has been further justified by the current study. Findings from this study have enhanced the domain of RTC by verifying OC and by establishing Person-Job Fit (P-J-F) as its probable antecedent. P-J-F as a construct is concerned with employees' perception regarding their 'fit' with their new jobs. It is logical that in any change initiative, some type of alteration in their job structures happens. Any inadequacy in the 'fit' or mismatch in this context, increases the chances of increased resistance from the employees. Further, despite cultural fit having a direct effect on RTC as per research evidence, the indirect effect through P-J-F can't also be neglected.

This study adds only a limited value to the existing literature and understanding of RTC and suggests the need to carry out more research studies of this nature to determine causality and also to establish the concept in academics. Further, more exploratory studies need to be conducted to enhance the generalizability of the findings in different contexts and

also to identify antecedents of RTC. They can be verified later on through quantitative inquiry to establish them in the domain of the related concepts. This study has used 'Moderated Mediation Analysis' as one of the data analysis techniques. Though it could not be established for all relationships as hypothesized in this study, this technique is recommended in other research works. Establishing direct relationships is not always possible in this era of conceptual complexities and sometimes, a phenomenon is better understood through indirect effect. By applying proper logic, more advanced analysis techniques may be used for better interpretation of the phenomenon through qualitatively superior research findings. Despite the inability to integrate data from multiple study domains remained as one of its major limitations, current study has opened up several other research arenas for future researchers. Examining RTC from a sectoral perspective will certainly enrich the overall contextual understanding as several sectors have witnessed organizational change of different intensity at different points of time. This would also contribute towards a larger domain of RTC and organizational change. Research studies of similar nature in other domains can also aid in better generalizability and applicability. The issue holds relevance for the majority of the sectors that are characterized by a competitive environment.

- **Critiquing of the Study**

The scope of this research is limited to the capital city of the nation and hence the findings cannot be generalized to places in other geographical areas. Though the majority of the M&A involved regional level financial institutions, inability to reach them has somewhat limited the quality of the findings. Time and resource constraints couldn't expand the geographic scope of the study. Having relied upon the self-report responses, the presence of self-report bias can't be ruled out. Nature of the study precluded opting for collecting data from multiple sources. The unavailability of an accurate sampling frame has denied the researcher to use probability random sampling techniques despite their efficacy and settle down for a convenient sample for certain inherent constraints. As the study is confined only to commercial banks, comparison of the findings with those involving other banks and financial institutions that have witnessed M&A is *not* possible or with those from other sectors. Future researchers can look at this particular issue in different study domains for better generalizability and a larger applicability. The researcher's choice to contact only one focal person from each of the different organizations for distributing questionnaires among the respondents might not have ensured the expression of the true feelings of the latter. However, the researcher assumed them to be reflecting their true mental state and not otherwise.

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