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IDENTIFICATION AND RANKING OF EMPLOYEES' PHYSICAL BEHAVIORS CRITICAL TO MERGERS

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ABSTRACT

This study aims to investigate employees' physical behaviors under the environment of mergers. Chaotic recognition and disorderly hierarchicalization of critical physical behaviors of employees resulting into unsuccessful mergers is the problem under investigation. Employees have power to dictate the fate of mergers; therefore, it is imperative to scientifically underpin the patterns of their physical behaviors while during execution of mergers. The study follows positivist approach as research philosophy. It has identified and developed a hierarchy of physical behaviors that emerge into employees during organizational mergers. It is an empirical study based on formalized in-depth analysis. A specially designed questionnaire has been used for collecting data from a medium sized heterogeneous panel of experts on mergers. Technique of discourse of literature has been employed for identification of behaviors, Interpretive Structural Modeling (ISM) for hierarchicalization whereas cross-impact matrix multiplication analysis (MICMAC) for investigation of driving and dependence power. Total eleven behaviors have been identified. ISM model depicts that bottom is occupied by conflict, middle by reduced organizational commitment and top by lower productivity. It means that conflict among employees is the most critical physical behavior, reduced organizational commitment is linking and lower productivity is least critical for mergers. MICMAC revealed that five behaviors fall in driving, four in dependent, one in linking and two in autonomous quadrant. The study is based on limited number of experts' opinion, however, that may be envisaged on larger population for statistical investigation. The study provides insight to the policy makers, planners and executers of mergers.

1. INTRODUCTION

Mergers between different organizations are nowadays very common phenomena and it demonstrates a wavy pattern (Yaghoubi et al., 2016). Mergers play a very important overall role in economy of a country. Some of the mergers are very successful, hence beneficial, but there are number of mergers which fail due to faulty planning and execution processes. There are many benefits of mergers placed on record by organizations the true beneficiaries of which are organizations themselves and their owners (Wang et al., 2012). Mergers are undertaken by organizations for expanding, diversifying and taking competitive advantage in market (Bellou, 2007). Mergers are also done for rapid business growth, brand effect enrichment and enhancement in market share (Zhao et al., 2016). Interests of employees (who are the major stakeholders) are mostly compromised at the time of strategic planning of mergers. Employees of organization are very sensitive to suspected failure of merger. Many mergers could not match the expectations of stakeholders and resultantly organizations encounter failures.

Mergers have a negative effect on the employees as they come under the state of insecurity from the time the merger is known to them through rumors and/or announced until its effectuation (Senior et al., 2017). Psychologically, employees are under different pressures in process of mergers. Employees are particularly concerned and are afraid of perceived breach of employment contracts by employers (Shook & Roth, 2011). The more the employees feel that contract would be breached by the organization(s), the more turnover intentions and allied behaviors of employees would surge. Psychological contract helps in understanding the nature of relationship between employee and employer. Internal perceived breach of employment contract by organization has a direct relation with employees' physical behaviors of merged organization that tends to disfavor the merger (Timo de Vries et al., 2015). Resultantly, organizational commitment is reduced, therefore, changing environment leads to changing behaviors of employees that decide the fate of mergers (Bal et al., 2010).

This research has identified those behaviors of employees that are critical to determine the level of satisfaction of employees at pre, during and post-merger stages. As the critical behaviors so identified, determine the failure or success and affect the post-merger performance of organizations, therefore the planners of mergers have to address these issues in very plan of merger. Organizations, during planning merger, would be able to deal with employees' behaviors more comfortably as compared to deal with reactions subsequently. Planning of merger looks good on paper but not in execution (Leslie et al., 2018). Apart from wastage of finances, the failure of mergers is, in fact, a failure of decision makers at the highest levels. These failed mergers have put a question mark on the abilities and skills of merger planners at large.

There are many reasons related to the failure of mergers, one of them is the non-recognition of human factor in strategic merger planning. Non-recognition of this human factor drives merger towards failure. It is evident that employees' discretion behavior comes before while taking decision of mergers (Bogan & Just, 2009). Human behaviors are deeply related to this peculiar environment that depends upon physical nature of employees. Chaotic recognition and disorderly hierarchicalization of critical physical human behaviors by organizations during strategic planning of mergers increase chances of failure of mergers. This problem results in the involvement of management into certainly uncalled for issues subsequently. Therefore, it is imperative to investigate the physical behaviors of employees. This research study focuses on identification, hierarchicalization and analysis of the physical behaviors of employees under the environment of merger. Rest of the study is organized like: review of literature, methodology (comprising of Interpretive Structural Modeling and MICMAC analysis) and concluding remarks.

2. REVIEW OF LITERATURE

Bellou (2007) argued that attaining profitability, growth and diversification through amalgamation of two or more organizations is called merger. There are three categories of mergers namely: vertical (merger of two or more organizations within same supply chain), horizontal (unifications of organizations in same market) and conglomerate (amalgamation of organizations in different sectors). Mergers are considered an important corporate strategy, therefore, literature on mergers and acquisitions is largely focused on formulation of strategies for successful execution. Role of employees, which is essence of successfulness of mergers, has not sufficiently been addressed in literature. It is imperative to be aware of the employees' physical behavior that influences the process of merger. Physical behaviors are physical responses to stimuli that cause an individual to react physically to a certain situation. Behaviors and attitudes go parallel in the professional and personal lives of individuals. Mostly similar behaviors hold true on workplace that are displayed in personal lives. Physical behaviors of employees display that how organization takes care about its employees, how employees are groomed and how they react and respond physically while facing certain conditions of insecurity in their professional lives (Senior et al., 2017). These behaviors are reflected in work styles of employees and do carry impact on organization and on personal life of employees (Parmer, 2018).

Physical behaviors can also be identified into two different types, i.e. positive and negative. The positive physical behaviors are those display inner satisfaction of employees to any event or situation. They reveal commitment of employees to well-being of organization. Behaviors like motivation, job satisfaction, organizational commitment, increased organizational citizenship behavior, cooperation, productivity, employees' good health are positive physical behaviors (Branigan, 2005). The negative physical behaviors are those display inner dissatisfaction of employees due to negativeness. Organizations suffer because of negative behaviors of employees while during merger. Behaviors like de-motivation, job dis-satisfaction, reduced organizational commitment, lack of organizational citizenship behaviors, increased turnover ratios, non-cooperation, lower productivity, poor health and absenteeism, fear, psychological stress, insecuriry, uncertainty and anxiety are negative behaviors (Kiefer, 2005; Lawlor, 2013). Negative physical behaviors at workplace are mostly developed during environment of uncertainty. Poor management and conflicts amongst employees, work overload, job dis-satisfaction, lack of rewards, and social relations appear to

be the most stressful work related behaviors amongst employees of merging organizations (Muchinsky, 2000). It also indicates that poor management of HR pracitces, ineffectiveness of communication initiatives and lack of culture congruence negatively affect employees' trust in merged organizations (Bansal, 2016). Employees' reactions to mergers and acquisitions lead to decrease organizational commitment, productivity problems and turnover intentions when organizations fail to get their employees on board at early stages of merger (Arshad & Sparrow, 2010; Bellou, 2007; Siyanbola & Gilman, 2017). Non-cooperative environment among teams leads to job dissatisfaction and lack of citizenship behavior (Shetach & Marcus, 2015). Higher level of stress reduces the level of innovative behavior that creates de-motivation and conflict among employees of merging organizations (Gunkel et al., 2016; Saleem et al., 2015). Deteriorating health condition results in high absenteeism (Marzec et al., 2015). Keeping in view the context, this study has only conceptualized and investigated the selected negative physical behaviors of employees (i.e. stress, de-motivation, job dis-satisfaction, reduced organizational commitment, lack of organizational citizenship behavior, employee turnover, non- cooperation, conflict, lower productivity, deteriorating employees health and absenteeism) under merger environment. The crisp review of literature of selected behaviors is represented in following paragraph.

Stress is not a feature that exists in either the person or the atmosphere rather it is sighted as a vibrant cognition situation where the person contact with the atmosphere can be illustrated as a continuing contract (Coetzer and Rothmann, 2006). Results from Bani-Melhem et al. (2018) and Afsar and Badir (2017) provide the similar evidence that workplace happiness/spirituality have a significant positive relationship with employees' innovative behavior and perceived organization support but have negative relationship with job stress. Job dis-satisfaction is a non-pleasing emotional status related with an optimistic assessment of the non-work practices. Job dis-satisfaction has a negative impact on employee interests (Lorenzo et al., 2014). Results from Harris and Fleming (2017) provide evidence that job satisfaction is interlinked with productivity propensity and employees' turnover, and there is an inverse significant relationship between product propensity and job satisfaction. A poor attitudinal perception links to the emotional connection or touching obligation shaped by a member of staff in relative to his non-recognition and non-participation with the particular organization is known as reduced organizational commitment (Bant & Jan, 2004). Organizational commitment is highly recognized as an important employees' behavior. Conclusion drawn by Hakimian et al. (2016) shows that lack of attachment and organization commitment discourage employees to create innovative behaviors. Organizational Citizenship Behavior (OCB) is described as performance that goes beyond fundamental necessities of work. It, to a large degree, is discretionary and is of assistance to institute in general. Jain (2016) asserted that egoistic altruistic motives have significant positive relationship on both organization-oriented citizenship behavior and person-oriented citizenship behavior. Lack of OCB is weak worker behaviors that, though not significant to duty or work, but does not assist overall organizational operation (Philip et al., 2000). Jason et al. (2005) argued that proportion of number of workers that had to be substituted over a specified period of time to the average number of workers is called employee turnover. Strategies adopted by the organizations corresponding to their regulatory focus play an importnt role on employees behavior which resultanlty have a signifinact impact on employeed turnover (Jung & Yoon, 2015). Non-cooperation is a general misunderstanding in which two or more individuals disconnect in opposing instead of a commonly helpful exchange. Non-cooperation can occur where assets are not sufficient for both sides survival or are shaped by their non-communication. Panda (2017) has conducted a study on recently merged management consulting firms in India to understand the cooperation and competition of inter-organizational collaboration. The results of this study indicate that at entry level cooperation is higher than the competition and subsequently higher competition than cooperation has been observed which lead the collapse of consortium. A deviation between two persons or publics is called conflict. It is an active disagreement between two opposing opinions. Conflicts can be troublesome to the place of work if that is not dealt with timely and effectively (Michael, 2000). Conflict management style has often been determined by the individual behavior and style of leadership (Ayub et al., 2017). In case of merger, employees of different companies now work as a team but they do have a set of certain beliefs which respond differently and a conflict situation arises (Parmer, 2018). Tense and non-stable environments in any organization, which transform a healthy group of employees towards sick and injured, would be termed as deteriorated employee health (Crystal and Megan, 2013). Similarly, a pattern of regular non attendance by a member of staff is referred as absenteeism. Absenteeism is expensive for the company, it adversely affects efficiency, and strains workers (Kathryn et al., 2004). The evidence supports that stress and poor health have a significant positive relationship with increased absenteeism (Cooper & Dewe, 2008; Spears et al., 2013). For easy handling in modeling and analysis following legends have been assigned to behaviors (Table 1).

Table 1. Legends of Physical Behaviors

Sr.	Constructs	Legends	Sr.	Constructs	Legends
1	Stress	*Y1*	**7**	Non- cooperation	*Y7*
2	De-motivation	*Y2*	**8**	Conflict	*Y8*
3	Job dis-satisfaction	*Y3*	**9**	Lower productivity	*Y9*
4	Reduced organizational commitment	*Y4*	**10**	Deteriorating employees health	*Y10*
5	Lack of organizational citizenship behavior	*Y5*	**11**	Absenteeism	*Y11*
6	Employee turnover	*Y6*			

For convenience of handling data in matrices the legends as assigned to variables in Table 1 will be used in remaining part of study.

3. METHODOLOGY

The study follows positivist approach as research philosophy. The problem being investigated comes from relatively less explored area, but contemporary research sufficiently crystallizes the background of the problem. The study is a formalized field investigation based on the primary data collected from experts of mergers. Population under study is actually merged organizations i.e. the mergers of which have been approved by the Competition Commission of Pakistan since its establishment till 2017. These organizations come from different sectors, hence are heterogeneous in nature. The chief executives of the merged organizations have been used as informants to identify the experts. They were asked to identify one expert from within the employees of their organizations on the basis of pre-determined criteria such as: relevant experience of mergers, acumen to understand the employee behaviors, understanding of the organizational design and principal line of business. It is a unique study that requires a unique type of design to collect data that truly represent population under study. The study has more depth than its breadth; therefore, it uses heterogeneous panel of experts to elicit data. Determination of panel of experts consists of multi-stages i.e. selection of informants, identification of experts, and the constitution of the panel of experts. For eliciting the primary data, the technique of extensive interrogation has been used. Technique of panel of experts has been used keeping in view: i) heterogeneity, ii) complexity of the relations among behaviors and iii) representativeness qua population. There are three different categories of panel of experts i.e. small (less than 15 experts), medium (15-22 experts) and large (23-40 experts). Appropriateness of panel size qua study depends on: the nature and degree of uncertainty about the problem, complexity of the issue on which expert judgment is required, and the range of relevant expertise needed to assess the problem. Since, this is a complex study and problem under investigation requires high degree of expertise relevant to the merger environments, therefore, a medium sized panel of experts is appropriate. A heterogeneous panel of experts comprising of 20 experts has, therefore, been formulated. The information has been elicited from the panel according to the norms of ISM.

3.1 Interpretive Structural Modeling (ISM)

ISM is a process that can structure complex issues to form into interpretable patterns. ISM was developed for the first time in 1971-1973 by John N. Warfield. Thereafter, some changes were incorporated for improvement of the technique. It gives out a vivid model phase wise, systematically and logically to solve complex problems among multitude of variables (Warfield, 1974). The procedure of applying ISM progresses stepwise (10 steps) and that has been systematically represented by Attri et al. (2013) in a directed flow chart. Behaviors have already been identified by way of literature review in remaining steps proceed as follows.

Structural Self Interaction Matrix (SSIM): The SSIM matrix of physical behaviors has been prepared from the data collected from the panel of experts. To prepare SSIM four symbols representing the directions of relationships between the behaviors in the form of *i* and *j*, where *i* mean initial range and *j* means maximum range. Four symbols used in the SSIM matrix are given below:

- *V* means *i* lead to *j*.
- *A* means *j* lead to *i*.
- *X* means both *i* and *j* lead towards each other.
- *O* means *i* and *j* are unrelated.

Using the legends (Table 1), the relationships are represented in the SSIM matrix Table 2.

Table 2. Structural Self Interaction Matrix (SSIM)

Legends	Y11	Y10	Y9	Y8	Y7	Y6	Y5	Y4	Y3	Y2	Y1
Y1	*V*	*V*	*V*	*X*	*A*	*V*	*V*	*V*	*A*	*V*	
Y2	*V*	*O*	*V*	*A*	*X*	*X*	*V*	*V*	*A*		
Y3	*V*	*O*	*V*	*A*	*X*	*V*	*V*	*V*			
Y4	*V*	*O*	*V*	*X*	*O*	*A*	*V*				
Y5	*V*	*O*	*V*	*A*	*X*	*A*					
Y6	*X*	*O*	*V*	*X*	*A*						
Y7	*O*	*O*	*V*	*X*							
Y8	*X*	*V*	*V*								
Y9	*A*	*O*									
Y10	*V*										
Y11											

SSIM matrix is developed as shown in Table 2 above. This table consists of 12 rows and 12 columns. Legends are given in the first column, whereas remaining 2-12 columns contain the symbols of corresponding relationships among the behaviors (i.e. *V, A, X* and *O*) based on the agreement of majority of the experts on panel. There are also 12 rows; by the same token, first row contains the legends and 2-12 rows representing the intercepts of the corresponding columns.

Reachability Matrix: The reachability matrix (Table 3) is constructed by using binary coding replacing *V, A, X, O* with *1* and *0* (the binary digits) of the SSIM matrix. The rules for the change of *V, A, X, O* with *1s* and *0s* are given below:

- Once the *i,j* entry in the SSIM matrix is *V*, then the *i,j* entry in the reachability matrix would be *1* and *j,i* entry would turn into *0*.
- Once the *i,j* entry in the SSIM matrix is *A*, then the *i,j* entry in the reachability matrix would be *0* and *j,i* entry would turn into *1*.
- Once the *i,j* entry in the SSIM matrix is *X,* then the *i,j* entry in the reachability matrix would be *1* and *j,i* entry would also turn into *1*.
- Once the *i,j* entry in the SSIM matrix is *O*, then the *i,j* entry in the reachability matrix would be *0* and *j,i* entry would turn into *0*.

Table 3. Reachability Matrix

Behaviors Legends	Physical Behaviors											Driving Power
	Y1	***Y2***	***Y3***	***Y4***	***Y5***	***Y6***	***Y7***	***Y8***	***Y9***	***Y10***	***Y11***	
Y1	*1*	*1*	*0*	*1*	*1*	*1*	*0*	*1*	*1*	*1*	*1*	**9**
Y2	*0*	*1*	*0*	*1*	*1*	*1*	*1*	*0*	*1*	*0*	*1*	**7**
Y3	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*0*	*1*	*0*	*1*	**9**
Y4	*0*	*0*	*0*	*1*	*1*	*0*	*0*	*1*	*1*	*0*	*1*	**5**
Y5	*0*	*0*	*0*	*0*	*1*	*0*	*1*	*0*	*1*	*0*	*1*	**4**
Y6	*0*	*1*	*0*	*1*	*1*	*1*	*0*	*1*	*1*	*0*	*1*	**7**
Y7	*1*	*1*	*1*	*0*	*1*	*1*	*1*	*1*	*1*	*0*	*0*	**8**
Y8	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	*1*	**11**
Y9	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*1*	*0*	*0*	**1**
Y10	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*1*	*1*	**2**
Y11	*0*	*0*	*0*	*0*	*0*	*1*	*0*	*1*	*1*	*0*	*1*	4
Dependence Power	**4**	**6**	**3**	**6**	**8**	**7**	**5**	**6**	**10**	**3**	**9**	

Table 3 consists of 13 rows and 13 columns. Legends are given in the first column, whereas remaining 2-12 columns contain the replacement of symbols (*V, A, X* and *O*) with the binary digits *1s* and *0s* as per the rules. The 13th column contains the dependence power of each behavior as per its capacity in the system. There are also 13 rows, by the same

token, first row contains the legends and 2-12 rows represent binary digits as per rules. The 13th row contains driving power of each behavior as per its capacity.

Iterations through Level Partitions: From the reachability matrix, reachability set and antecedent sets are derived. The reachability set consists of the factor itself and other behaviors which it may help to achieve, whereas, the antecedent set consists of the factor itself and other behaviors which help in achieving this particular factor. After making of the reachability and antecedent sets, their respective intersections are derived of all behaviors. The factor in which reachability and the intersections are common is place on top level position in the ISM hierarchy. This top level factor would not lead or would not help to achieve any other factor. Once the top level factor is identified from this set of other behaviors with the help of this procedure, the factor along with its respective number would be removed from the list. This procedure of elimination continued till the time last and the most critical factor is identified amongst the all behaviors. In this way after iterations Table 4 has been prepared that shows accumulated level ranking matrix of behaviors.

Table 4. Accumulated Iteration Matrix

Legends	Reachability Set	Antecedent Set	Intersection	Level
Y1	*1,2,4,5,6,8,9,10,11*	*1,3,7,8*	*1,8*	***VI***
Y2	*2,4,5,6,7,9,11*	*1,2,3,6,7,8*	*2,6,7*	***V***
Y3	*1,2,3,4,5,6,7,9,11*	*3,7,8*	*3,7*	***VII***
Y4	*4,5,8,9,11*	*1,2,3,4,6,8*	*4,8*	***IV***
Y5	*5,7,9,11*	*1,2,3,4,5,6,7,8*	*5,7*	***III***
Y6	*2,4,5,6,8,9,11*	*1,2,3,6,7,8,11*	*2,6,8,11*	***V***
Y7	*1,2,3,5,6,7,8,9*	*2,3,4,5,7,8*	*2,3,5,7,8*	***VII***
Y8	*1,2,3,4,5,6,7,8,9,10,11*	*1,4,6,7,8,11*	*1,4,6,7,8,11*	***VIII***
Y9	*9*	*1,2,3,4,5,6,7,8,9,11*	*9*	***I***
Y10	*10,11*	*1,8,10*	*10*	***III***
Y11	*6,8,9,11*	*1,2,3,4,5,6,8,10,11*	*6,8,11*	***II***

Iteration matrix Table 4 contains 5 columns and 12 rows. Legends are given in the first column, in the 2nd column reachability sets (the behavior itself and other behaviors which it may help to achieve) corresponding to respective legend. The 3rdcolumn consists of antecedent sets (behavior itself and other behaviors which help in achieving this particular behavior) corresponding to respective legends. In the 4th column, the intersection sets of both reachability and antecedent sets are derived against their corresponding legends. Column 5 depicts the ranking levels of physical behaviors. There are 12 rows, row 1 depicts column headings, whereas, rows 2-12 bear the legends and their reachability, antecedent, intersections sets and their respective levels. According to the norms of ISM methodology conical matrix and digraph was also constructed before ISM model.

Building the ISM Model: The digraph was converted into their specified behavior statements as per their legends allotted in Table 1. This model gives out the exact positions of all the behaviors in their respective places.

Fig. 1. ISM Mode

From the above ISM based model (Fig. 1), it can be concluded that which behaviors affect others. The small rectangles are converted into their exact behavior statements and are connected with directional lines. The line arrows give the direction of relationship of one factor with the other. The arrows with both directions indicate that these behaviors are interdependent on each other and lie at same position. Upon uncovering the nodes, that on the top level is lower productivity (the least critical), whereas, conflict is found at the lowest level being the most critical behavior to the physical behaviors in the environment of mergers. ISM has identified the complex nature of the relationships between the physical behaviors and resultantly have ranked them in the order of their magnitude. The model has given the desired hierarchicalization, which is one of the main objectives of the study. It has also simplified the complex nature of physical behaviors with a systematic approach in order to highlight which behavior is the most or least critical for mergers.

3.2 MICMAC analysis

The basic purpose of MICMAC analysis is to calculate the driving power and dependence power of all the behaviors. It works on the multiplication properties of the matrices. Key behaviors are identified as per their importance which drive the complete set of remaining behaviors. They are divided into four categories based on their dependence and driving power. These categories are as follows:

- Autonomous behaviors: Behaviors with weak driving and dependence powers are categorized in this section.
- Linkage behaviors: Behaviors with strong driving power and strong dependence power are covered in this section. These behaviors are unstable to an extent that any pressure on them may create effect on others with a reaction effect on them.
- Dependent behaviors: Behaviors which have weak driving power and strong dependence power are categorized in this section. Behaviors which are driven by other behaviors, they don't have the capacity to drive others.
- Driver behaviors: These behaviors have strong driving power and weak dependence power. The factor with a strong driving power is called key factor and falls in the category of linkage or the independent behaviors.

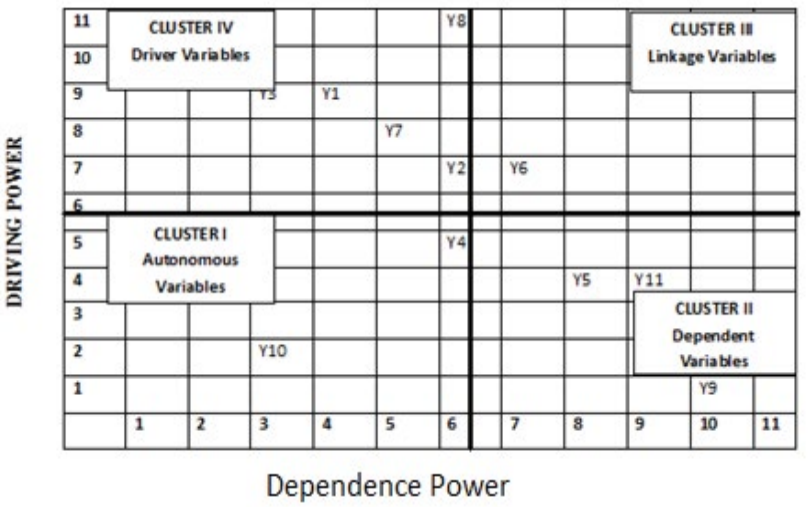

Fig. 2. Driving and Dependence Power Diagram

Based on MICMAC analysis, the researchers derived the results of the behaviors in their specific positions. The driving and dependence power of physical behaviors help to arrange behaviors in four categories of behaviors. In I category/quadrant of MICMAC, the autonomous variable deteriorating employees' health has been identified. This behavior has a weak driving power and weak dependence power with a weak association with the system. In the II category/quadrant of MICMAC, the dependent variables with reduced organizational commitment, lack of OCB, lower productivity and absenteeism have been identified. In quadrant III of MICMAC, the linkage variable employee turnover has been identified. The factor identified with maximum driving power is the conflict. In quadrant IV, the

behaviors identified are the job dissatisfaction, and non-cooperation have been identified as the driver variables in the system.

4. CONCLUDING REMARKS

This is a foremost study on identification and ranking of employees' physical behaviors critical to mergers. The issue under study is unique in its concept and nature. It has vital importance for organizations those intend to merge. No direct study captivating this particular phenomenon has been found. This issue, in fact, has not been studied in this context holistically. This study furnishes relatively precise understanding of underlying behaviors concerning merger environment. It presents a scientifically constructed ISM model of relationships among behaviors of employees. It gives an up-shot view of relations of physical behaviors along with their driving and dependence structure qua each other. Eleven physical behaviors of employees were derived from literature that was hierarchicalized through ISM modeling. Model shows that bottom is occupied by conflict, middle by reduced organizational commitment and top by lower productivity. Conflict among employees is the most critical physical behavior, reduced organizational commitment is linking and lower productivity is least critical for mergers. MICMAC analysis was also applied which revealed that five behaviors fall in driving, four in dependent, one in linking and two in autonomous quadrant. The study gives fair insights to stakeholders of merging organizations regarding inter-behavior and intra-behavior of employees. However, the results of the study must also be confirmed through other techniques of multi criteria decision making. The future studies can be done in environment of other countries, further variables can be added, different set of respondents can also be investigated and statistical techniques like structural equation modeling, RIDIT analysis and grey relational analyses can be applied. This research is subject to limitations like: data collection from limited number of experts and eliciting the factors from review of small number of published articles only.

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