

PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE RESILIENCE IN POST-MERGER ORGANIZATIONS: THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION

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Abstract

Organizational mergers required employees to adapt to new structures, work systems, cultures, and organizational identities, making employee resilience essential for maintaining effective functioning during organizational transformation. This study examined the effect of Perceived Organizational Support on Employee Resilience and investigated the mediating role of Organizational Identification in a post-merger organizational context. The study employed a quantitative cross-sectional survey and involved 360 permanent employees who experienced organizational transformation following a merger. The data were analyzed using Partial Least Squares Structural Equation Modeling. The results showed that Perceived Organizational Support positively and significantly influenced Employee Resilience and Organizational Identification. Organizational Identification also positively and significantly influenced Employee Resilience. Furthermore, Organizational Identification significantly mediated the relationship between Perceived Organizational Support and Employee Resilience. The findings indicated that organizational support strengthened employee resilience not only through a direct mechanism but also by strengthening employees' psychological identification with the organization. The study highlighted the importance of integrating supportive organizational practices with identity-building initiatives to strengthen employee resilience during post-merger integration.

Keywords: *Perceived Organizational Support, Organizational Identification, Employee Resilience, Post-Merger Organization, Organizational Transformation.*

A. INTRODUCTION

Organizational mergers create significant changes in structures, work systems, cultures, and employment relationships. Although mergers aim to improve efficiency and create strategic synergies, the integration process often generates uncertainty and psychological challenges for employees. Therefore, successful post-merger integration depends not only on structural and operational consolidation but also on employees' capacity to adapt and maintain effective functioning during organizational transformation.

This challenge emerged in the formation of PT Sinergi Gula Nusantara, which integrated employees from seven plantation entities into a single organization. The 2025 Employee Experience, Satisfaction, and Engagement Survey reported positive conditions, with an Employee Experience Index of 83.68% and an Employee Engagement Index of 82.46%. However, challenges remained in career management,

performance management, learning and development, staffing deployment, and pay and benefits, indicating that positive employee perceptions do not necessarily eliminate adaptive challenges during organizational transformation.

Employee Resilience is therefore essential in a post-merger environment. It refers to employees' capacity to adapt positively, maintain effective functioning, and recover from workplace difficulties (Näswall et al., 2019). Organizational resources can strengthen this capacity by helping employees respond constructively to uncertainty and change.

Perceived Organizational Support represents an important organizational resource because employees develop positive perceptions when they believe that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Previous research has demonstrated that organizational support can strengthen employees' capacity to manage workplace challenges and maintain positive functioning (Brunetto et al., 2023).

Organizational support may also enhance Employee Resilience through Organizational Identification, which reflects employees' sense of belonging and psychological attachment to their organization (Mael & Ashforth, 1992). This mechanism becomes particularly relevant following organizational integration, as employees must shift their identification from previous entities toward a newly established organization. Previous studies have shown that Perceived Organizational Support strengthens Organizational Identification (Kara et al., 2021; Suthatorn & Charoensukmongkol, 2023; Zhang et al., 2025), while Organizational Identification may subsequently enhance Employee Resilience (Mao et al., 2023).

Despite these findings, limited research has integrated Perceived Organizational Support, Organizational Identification, and Employee Resilience into a single explanatory framework, particularly within a post-merger context. Drawing on Job Demands-Resources Theory and Social Identity Theory, this study examines the effect of Perceived Organizational Support on Employee Resilience and investigates Organizational Identification as a mediating mechanism. The study contributes by integrating organizational support and identity perspectives to explain how organizational resources foster employee resilience during post-merger transformation.

B. LITERATURE REVIEW

1. Perceived Organizational Support (POS)

Perceived Organizational Support refers to employees' general beliefs regarding the extent to which their organization values their contributions and demonstrates concern for their well-being (Eisenberger et al., 1986). These perceptions develop through employees' experiences with organizational policies, managerial practices, recognition, fairness, and responsiveness to their needs (Rhoades & Eisenberger, 2002).

In this study, Perceived Organizational Support reflects employees' perceptions of organizational recognition, concern for well-being, and attention to employee needs. This construct becomes particularly relevant during organizational transformation, when employees may experience uncertainty regarding their roles and future within the organization.

From the Job Demands-Resources perspective, organizational support functions as an important resource that helps employees manage workplace demands and uncertainty. Therefore, stronger Perceived Organizational Support may provide psychological resources that enable employees to adapt to organizational change and maintain positive functioning.

2. Organizational Identification (OI)

Organizational Identification refers to the degree to which employees define themselves through their membership in an organization. Employees with strong Organizational Identification perceive organizational membership as an important component of their self-concept and develop psychological attachment to the organization (Mael & Ashforth, 1992). This attachment commonly manifests through organizational pride, a sense of belonging, and the perception that organizational membership represents an important part of individual identity.

Social Identity Theory provides an important theoretical foundation for understanding Organizational Identification. Individuals categorize themselves into social groups and derive part of their self-concept from group membership (Tajfel & Turner, 1986). Within an organizational context, employees who strongly identify with their organization tend to internalize organizational membership as part of their identity and develop stronger psychological connections with organizational goals and values.

Organizational Identification becomes particularly important following a merger. Employees who previously belonged to separate organizational entities must develop psychological attachment to a newly integrated organization. This process involves more than accepting structural changes because employees must also reconstruct their sense of organizational belonging. Consequently, organizations need to develop conditions that encourage employees to perceive the new organization as a meaningful source of identity.

3. Employee Resilience (ER)

Employee Resilience refers to employees' capacity to adapt positively, maintain effective functioning, and recover from adversity or challenging workplace situations (Näswall et al., 2019). Resilient employees can respond constructively to uncertainty, pressure, and organizational change while sustaining their work performance. Employee Resilience should not be viewed solely as a fixed individual characteristic, as organizational conditions, supportive work environments, and positive psychological connections can strengthen employees' capacity to manage difficulties and adapt to change. In a post-merger context, resilience becomes particularly important because employees must navigate structural, procedural, and identity-related changes while maintaining their contribution to organizational performance.

4. Perceived Organizational Support and Employee Resilience

Organizational support can strengthen Employee Resilience by providing psychological resources that help employees manage demanding workplace conditions. Employees who perceive that their organization values their contributions

and cares about their well-being may demonstrate greater capacity to adapt and maintain positive functioning during organizational difficulties.

Previous studies support this relationship. Brunetto et al. (2023) identified organizational support as an important resource associated with employee resilience, while Moschovopoulou & Papavassiliou-Alexiou (2025) demonstrated that Perceived Organizational Support positively influences Employee Resilience. These findings suggest that resilience does not depend exclusively on individual characteristics but can also be strengthened through supportive organizational conditions, particularly during post-merger transformation.

Based on this theoretical argument and empirical evidence, the study proposed the following hypothesis:

H1: Perceived Organizational Support positively and significantly influences Employee Resilience.

5. Perceived Organizational Support and Organizational Identification

Perceived Organizational Support can strengthen Organizational Identification by creating positive experiences that signal employees are valued and recognized as important organizational members. Drawing on Social Identity Theory, supportive treatment can encourage employees to develop a stronger sense of belonging and incorporate organizational membership into their self-concept.

Empirical evidence supports this relationship. Kara et al. (2021), Suthatorn & Charoensukmongkol (2023), and Zhang et al. (2025) demonstrated that Perceived Organizational Support positively contributes to Organizational Identification. This relationship becomes particularly relevant in a post-merger context, where employees must transition from previous organizational identities toward a shared identity within the newly integrated organization.

Based on this theoretical argument and empirical evidence, the study proposed the following hypothesis:

H2: Perceived Organizational Support positively and significantly influences Organizational Identification.

6. Organizational Identification and Employee Resilience

Organizational Identification can strengthen Employee Resilience by providing employees with a sense of belonging and psychological attachment to the organization. Drawing on Social Identity Theory, employees who strongly identify with their organization may derive meaning and motivation from organizational membership, enabling them to maintain constructive functioning when facing workplace difficulties.

Empirical evidence supports this relationship. Mao et al. (2023) demonstrated that stronger Organizational Identification contributes to Employee Resilience. This relationship becomes particularly relevant in a post-merger context, where employees must develop attachment to a new organizational identity while adapting to uncertainty and organizational change.

Based on this theoretical argument and empirical evidence, the study proposed the following hypothesis:

H3: Organizational Identification positively and significantly influences Employee Resilience.

7. The Mediating Role of Organizational Identification

Perceived Organizational Support may indirectly strengthen Employee Resilience through Organizational Identification. Supportive organizational experiences can enhance employees' perceptions of being valued members, thereby strengthening their psychological attachment to the organization. Stronger Organizational Identification may subsequently provide psychological resources that help employees maintain effective functioning and adapt to workplace difficulties.

Previous studies have demonstrated the individual relationships underlying this mechanism. Perceived Organizational Support positively contributes to Organizational Identification (Kara et al., 2021; Suthatorn & Charoensukmongkol, 2023; Zhang et al., 2025), while Organizational Identification contributes to Employee Resilience (Mao et al., 2023). However, limited research has integrated these relationships within a single mediation framework, particularly in a post-merger context.

Based on this theoretical argument and empirical evidence, the study proposed the following hypothesis:

H4: Organizational Identification significantly mediates the relationship between Perceived Organizational Support and Employee Resilience.

C. METHOD

This study employed a quantitative cross-sectional survey to examine the relationships among Perceived Organizational Support, Organizational Identification, and Employee Resilience in a post-merger organizational context. Perceived Organizational Support served as the exogenous variable, Organizational Identification as the mediating variable, and Employee Resilience as the endogenous variable.

Primary data were collected through a structured questionnaire using a five-point Likert scale. The study involved 360 permanent employees who experienced organizational transformation following the merger process. Proportionate stratified random sampling ensured representation across employees originating from the organizational entities involved in the integration.

The instrument consisted of nine indicators representing three latent constructs. Perceived Organizational Support measured recognition, concern for employee well-being, and attention to employee needs. Organizational Identification measured organizational pride, sense of belonging, and psychological identification, while Employee Resilience measured employees' ability to adapt, maintain work effectiveness, and recover from workplace difficulties.

The study analyzed the data using Partial Least Squares Structural Equation Modeling with SmartPLS. The measurement model assessed convergent validity, discriminant validity, and construct reliability using outer loadings, Average Variance Extracted, Cronbach's alpha, and composite reliability. The structural model evaluated the coefficient of determination, effect size, predictive relevance, direct

effects, and indirect effects through bootstrapping to examine the proposed hypotheses and mediating role of Organizational Identification.

D. RESULT AND DISCUSSION

1. Measurement Model Assessment

a. Convergent Validity

The convergent validity assessment demonstrated satisfactory results for all constructs. All indicator outer loading values exceeded the recommended threshold of 0.70, indicating that each indicator adequately represented its respective construct. Furthermore, the Average Variance Extracted values exceeded 0.50 for all constructs.

Table 1. Convergent Validity Results

Construct	Outer Loading	AVE	Result
ER 1	0,936	0,872	Valid
ER 2	0,929		Valid
ER 3	0,937		Valid
OI 1	0,867	0,765	Valid
OI 2	0,863		Valid
OI 3	0,892		Valid
POS 1	0,917	0,81	Valid
POS 2	0,900		Valid
POS 3	0,889		Valid

The results confirmed that all indicators satisfied the criteria for convergent validity. Therefore, the measurement indicators adequately represented Employee Resilience, Organizational Identification, and Perceived Organizational Support and could be retained for subsequent structural model analysis.

b. Discriminant Validity

The discriminant validity assessment demonstrated that the three constructs represented empirically distinct concepts. The obtained values remained below the commonly accepted threshold of 0.90.

Table 2. Discriminant Validity Results

Construct	ER	OI	POS
ER			
OI	0,779		
POS	0,659	0,807	

These findings indicated that Employee Resilience, Organizational Identification, and Perceived Organizational Support represented distinct constructs within the research model. The measurement model therefore demonstrated satisfactory discriminant validity.

c. Construct Reliability

The reliability assessment demonstrated satisfactory internal consistency across all constructs. Cronbach's alpha and composite reliability values exceeded the recommended threshold of 0.70.

Table 3. Construct Reliability Results

Construct	Cronbach's alpha	Composite Reliability	Result
ER	0,927	0,929	Reliable
OI	0,846	0,847	Reliable
POS	0,885	0,885	Reliable

The results confirmed that all constructs demonstrated satisfactory internal consistency. Therefore, the measurement model provided reliable measures for subsequent structural model assessment.

2. Structural Model Assessment

a. Effect Size

The effect size analysis evaluated the substantive contribution of each exogenous construct to the endogenous constructs. The results showed that Organizational Identification had a medium effect on Employee Resilience, whereas Perceived Organizational Support had a small direct effect on Employee Resilience. In contrast, Perceived Organizational Support demonstrated a large effect on Organizational Identification.

Table 4. Effect Size Results

Construct	ER	OI	POS
ER			
OI	0,288		
POS	0,052	0,963	

The findings indicated that Perceived Organizational Support played a particularly substantial role in explaining Organizational Identification. Organizational Identification subsequently contributed more strongly to Employee Resilience than the direct contribution of Perceived Organizational Support. This pattern provided preliminary evidence supporting the importance of Organizational Identification as an explanatory mechanism within the research model

b. Predictive Relevance

The predictive relevance analysis showed positive Q^2 values for both endogenous constructs.

Table 5. Predictive Relevance Results

Construct	SSO	SSE	$Q^2 (=1-SSE/SSO)$
ER	1080,000	622,954	0,423
OI	1080,000	685,742	0,365
POS	1080,000	1080,000	0,000

The Q^2 values of 0.423 for Employee Resilience and 0.365 for Organizational Identification exceeded zero, confirming that the structural model possessed predictive relevance for both endogenous constructs. Perceived Organizational Support showed a Q^2 value of zero because it functioned as an exogenous construct.

c. Coefficient of Determination

The coefficient of determination demonstrated meaningful explanatory power for both endogenous constructs.

Table 6. Coefficient of Determination Results

Construct	R-square	R-square adjusted
ER	0,502	0,499
OI	0,491	0,489

Perceived Organizational Support and Organizational Identification jointly explained 50.2% of the variance in Employee Resilience. Meanwhile, Perceived Organizational Support explained 49.1% of the variance in Organizational Identification. These findings indicated that the proposed structural model provided meaningful explanatory capability for both endogenous constructs.

d. Hypothesis Testing

The bootstrapping results demonstrated significant positive relationships among all proposed constructs.

Table 7. Hypothesis Testing Results

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
OI -> ER	0,531	0,533	0,069	7,660	0,000
POS -> ER	0,227	0,222	0,072	3,136	0,002
POS -> OI	0,700	0,700	0,035	19,870	0,000
POS -> OI -> ER	0,372	0,374	0,058	6,392	0,000

The results confirmed empirical support for all proposed hypotheses. Perceived Organizational Support positively and significantly influenced Employee Resilience. Perceived Organizational Support also demonstrated a strong positive and significant relationship with Organizational Identification. Organizational Identification positively and significantly influenced Employee Resilience. Furthermore, the indirect effect of Perceived Organizational Support on Employee Resilience through Organizational Identification was statistically significant.

The indirect effect demonstrated a path coefficient of 0.372, which exceeded the direct effect of Perceived Organizational Support on Employee Resilience at 0.227. This finding indicated that Organizational Identification represented a substantively important psychological mechanism through which organizational support contributed to Employee Resilience.

3. The Effect of Perceived Organizational Support on Employee Resilience

The results supported all proposed hypotheses. Perceived Organizational Support positively and significantly influenced Employee Resilience and Organizational Identification. Organizational Identification also positively and significantly influenced Employee Resilience, while its mediating role in the relationship between Perceived Organizational Support and Employee Resilience was statistically significant.

The indirect effect of Perceived Organizational Support on Employee Resilience through Organizational Identification ($\beta = 0.372$) exceeded its direct effect ($\beta = 0.227$). This finding indicates that Organizational Identification represents an important

psychological mechanism through which organizational support strengthens Employee Resilience.

4. The Effect of Perceived Organizational Support on Organizational Identification

The findings demonstrated that Perceived Organizational Support positively and significantly influenced Organizational Identification. Employees who perceive stronger organizational support tend to develop a greater sense of belonging and psychological attachment to the organization. Supportive experiences, including recognition and organizational concern, signal that employees are valued members and encourage them to internalize organizational membership as part of their self-concept.

This finding aligns with previous studies demonstrating the positive relationship between Perceived Organizational Support and Organizational Identification (Kara et al., 2021; Suthatorn & Charoensukmongkol, 2023; Zhang et al., 2025). The relationship becomes particularly important in a post-merger context, where employees must transition from previous organizational affiliations toward a shared identity within the newly integrated organization.

The substantial effect size ($f^2 = 0.963$) further confirms the importance of organizational support in explaining Organizational Identification. This finding suggests that developing a shared post-merger identity requires not only structural integration but also meaningful organizational experiences that make employees feel valued and included.

5. The Effect of Organizational Identification on Employee Resilience

The findings demonstrated that Organizational Identification positively and significantly influenced Employee Resilience. Employees with stronger psychological attachment and a greater sense of belonging to the organization tend to demonstrate greater capacity to adapt, maintain effective functioning, and manage workplace difficulties.

This finding aligns with Social Identity Theory, which suggests that individuals derive psychological meaning from group membership (Tajfel & Turner, 1986), and supports Mao et al. (2023), who identified Organizational Identification as an important psychological mechanism associated with Employee Resilience. In a post-merger context, developing identification with the newly integrated organization may therefore provide employees with a psychological foundation for responding constructively to uncertainty and organizational change.

These findings suggest that Organizational Identification represents not merely an attitudinal outcome but also a psychological resource that supports Employee Resilience. Therefore, post-merger integration should emphasize identity-building alongside structural and operational consolidation.

6. The Mediating Role of Organizational Identification

The findings demonstrated that Organizational Identification significantly mediated the relationship between Perceived Organizational Support and Employee Resilience. Organizational support strengthened resilience both directly and

indirectly by enhancing employees' psychological identification with the organization. The indirect effect exceeding the direct effect further indicates that supportive experiences become particularly meaningful when they strengthen employees' sense of belonging and psychological attachment.

This finding integrates organizational support and organizational identity perspectives. Previous studies demonstrated that Perceived Organizational Support strengthens Organizational Identification (Kara et al., 2021; Suthatorn & Charoensukmongkol, 2023; Zhang et al., 2025), while Organizational Identification contributes to Employee Resilience (Mao et al., 2023). The present study extends these findings by demonstrating that Organizational Identification represents an important psychological mechanism through which organizational support translates into resilient employee responses.

This mechanism becomes particularly relevant in a post-merger context, where successful integration requires more than structural consolidation. Organizations must simultaneously provide meaningful support and develop a shared organizational identity among employees from previously separate entities. Therefore, management should integrate employee support practices with identity-building initiatives to strengthen employees' sense of belonging and resilience throughout organizational transformation.

E. CONCLUSION

This study demonstrated that Perceived Organizational Support positively and significantly influenced Employee Resilience and Organizational Identification, while Organizational Identification also positively influenced Employee Resilience. Furthermore, Organizational Identification significantly mediated the relationship between Perceived Organizational Support and Employee Resilience, indicating that organizational support strengthens resilience both directly and indirectly by fostering employees' psychological attachment to the newly integrated organization.

The findings suggest that successful post-merger integration requires not only structural and operational consolidation but also supportive human resource practices and initiatives that strengthen a shared organizational identity. These efforts can enhance Employee Resilience and support sustainable organizational transformation. Future research may explore additional mechanisms and employ longitudinal designs to examine the development of organizational support, identification, and resilience throughout post-merger integration.

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