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CONCEPTUAL UNDERSTANDING AND EVOLUTION OF MERGER & ACQUISITION AND ITS PERSONNEL IMPLICATIONS IN BANKING SECTOR

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ABSTRACT

The combining institutions carefully consider all financial elements of the combination. However, the majority of the time, human resource management-related variables, including poor interactions, ethnic barriers, job security, lack of motivation, and stress management, are not assessed thoroughly. As a result, banks have failed to achieve their objectives. The success of bank mergers and acquisitions depends to a great extent on the productivity and efficiency of the employees. It is the human resources of the banks that actually work as a key factor in running their operations efficiently and prudently. An economy's strength is determined by the stability and expansion of its finance industry. A strong economy is reflected in a country's banking sector. As a result, the majority of countries are implementing M&A agreements to reinforce their banking systems. For the purpose of taking advantage of banking synergy, numerous tiny and fiscally fragile banks have partnered with other enormous banks through mergers and acquisitions. It has aided banks in building up their cash reserves and improving their ability to extend credit. By engaging in merger and purchase activities, banks attempt to achieve inorganic development. If the merging institutions handle the merger process effectively, they will be successful in doing so. The integration of financial resources, human resources, other tangible resources, technological advancements, etc. are just a few of the aspects that banks must pay close attention to in order to handle the merger process effectively. They work as intermediaries between the bank and the clients and build good customer relationships. And the good customer relationships ultimately help the bank increase its profitability through increased per-employee advances and deposits. The study is conceptual and analytical in nature. This paper evaluates how personnel in the banking sector are influenced by M&A and identifies how workers contribute to the success of M&A transactions by reviewing the previous research. This paper has attempted to examine the various facets of Human Resource that need to be taken into account during bank consolidations and mergers.

Keywords: Mergers& Acquisitions, HR Issues, Corporate Restructuring, Acquisition, Employees Job Satisfaction.

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CONCEPTUAL UNDERSTANDING AND EVOLUTION OF MERGER & ACQUISITION

CONCEPTUAL UNDERSTANDING

(Stemler Gregory, 2013)[1]The buying of an organization or firm by a different organization or another corporate body is referred to as an acquisition or takeover. **(Bhabra, Harjeet S., 2008)**[2]When two businesses merge to create a single new company and neither of the prior businesses continues to exist separately, this is referred to as a combination or amalgamation. Based on whether the purchaser or merging business (also known as a target) is or is not traded on a publicly traded stock exchange, acquisitions are classified as "private" or "public." **(Demetriades, E. 2009)**[3], the rationale beneath the practice of mergers and acquisitions (M&A) implies that two businesses collaborating have a higher value essential compared with two distinct businesses because they foster collaboration, corporate growth, and enlargement. These kinds of transactions are most common in the banking and finance industry.**(Soundarya, 2018)**[4], the vast majority of merger and acquisition evaluations are conducted in the banking industry, which is frequently assessed on the basis of the organization's overall assets, securities, and wealth to determine the success or failure of the combination. However, it is also critical to assess the extent to which the merger and purchase are successful in terms of HR functioning within the organization.

EVOLUTION OF MERGER & ACQUISITION

(Belyh, 2019)[5], The majority of mergers and acquisitions (M&A) have been practiced for a very long time; it is no longer a novel idea that has recently been adopted by the business world. It first appeared in the USA in the latter part of the eighteenth century, and its extensive use was greatly aided by the rising level of competition in the world of business. Seven phases, or "waves," can be used to describe the evolution of M&A.

First Phase (1893-1904)

In the United States of America business world, especially in the industrial sector, the initial surge of M&A was referred to as the "great merger movement." This period was symbolized by horizontal consolidations, in which businesses that work in the same sector or field—often as opponents or competitors—combine. As a result of the combos leading to bigger paired market shares, this became especially appealing to businesses looking to create monopolies and market supremacy.

Second Phase (1919-1929)

Because of the dominance produced by horizontal convergence throughout the First phase, the federal government intervened and passed legislation outlawing or restricting what it called "anticompetitive practice." In contrast to horizontal mergers, which aim to increase income, vertical acquisitions focus more on cost-cutting and improving a company's overall efficacy. The 1929 collapse and the Great Depression placed a stop to this wave.

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Third Phase (1955-1970)

As soon as the third phase arrived, growth and diversity started to take centre stage in business choices. These big businesses went to conglomerate buyouts and mergers when additionally straight nor ascending integrations offered the suggestions they were hoping about. US companies' wishes to expand into frontier markets and broaden their sources of income served as the catalyst for this phase. As a result, holding corporations and enterprises started to appear everywhere.But it didn't last very long. The Third Phase came to an end as a consequence of the stock market collapse, which was exacerbated by the energy crisis in the early 1970s.

Fourth Phase (1974-1989)

Aggressive acquisitions and congeneric acquisitions increased in frequency during the Fourth Phase as corporate predators entered the market.the phrase "hostile takeover," which refers to a purchase or merging that is carried out against the will or even with the knowledge of the proprietors, stockholders, or the leadership of the target business.Contrarily, congeneric consolidations take place when two businesses come together but do not create the same products or provide comparable services. The fourth phase's unavoidable conclusion occurred in 1989, when banks were incapable of maintaining their capital structures as a result of making unsustainable amounts of loans.

Fifth Phase (1993-2000)

Massive offers, where companies had shown an increased desire for economies of scale, were accepted into the 1990s. The end result was the development of massive enterprises and global corporations. After all, they had the notion that as they grew larger, their market dominance would increase. Consequently, international investors started investing in the US industry (and vice versa). Cross-border transactions are the name given to acquisitions or mergers in which foreign investors gain a majority stake in the target business. The duration of this surge was also brief. It began with a bang, but it likewise ended in a controversy that involved declaring insolvency.

Sixth Wave (2003-2008)

The Sixth phase, which occurred immediately following the dotcom turnaround era, was characterized by globalization, venture capital, and shareholders activity. LBOs also increased in popularity. The Fifth Generation's cross-border merger tendency is still robust and evident in the Sixth Wave, but with unquestionably larger advantages. Government funding is now more easily accessible, and the expansion of venture capitalists has also been very beneficial. The conclusion of the Sixth Wave was signaled by the collapse of the US subprime mortgage market in 2007.

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Seventh Phase (2011-Onwards)

The Seventh Phase may be about to begin, according to M&A action that appeared to commence in 2011. The BRICS are assuming a leading role in M&A activity in this Wave. In actuality, as of 2015, the populations of all five nations total more than 40% of the world's population. Due to the significant emphasis being placed on business and company activities as a result of this collaboration, it is not surprising that M&A activity will increase over the next few years.

Reasons For Bank Mergers

(Karle, 2011)[6], The entire discussion encompassing the corporate transformation process has brought to light the fundamental factors that force banks to choose reconstruction, including the need for businesses to adjust their business plans to new fiscal and governmental policies, to adjust to the growing confrontation brought on by economic liberalization, privatization, and globalization, to evolve to a shifting information technology (IT) environment as an outcome of technological upward mobility, the need to reduce costs in order to maintain revenue, to produce sufficient earnings to increase shareholder worth and consistent growth in terms of market share and profitability.

POST-MERGER INTEGRATION

(James L. 1989)[7], A number of systems of management, including possessions, employees, resources, duties, and the core data technology, are involved in the entire procedure of merging multiple entities into a singular entity. **(Dr. K.M. Popp, 2020)**[8], The act of integrating such structures is referred to as "integration." The majority of the most difficult pre-close issues in a combination or purchase is integration strategy.***(Lee Marks, Mitchell; H. Mirvis, Philip, 2011)***[9], Cultural evaluation and developing an image of the target company's culture are two examples of culture-specific scrutiny. To enable a culture-conditioning exercise between the two parties, assess potential prospects' cultural fit using criteria like confidence in current managers, linguistic barriers, and operating procedures. Typically, post-merger adjustments require greater interaction with workers than everyday activities do.***(Pound, Ron (2018)***[10], Opposition to transition, conflicted commitments, challenges with confidence in managers, distorted positions and duties, undetermined reporting connections, interpersonal snarls, job instability, unusually high turnover of staff, and conflict are all typical issues that may arise throughout post-merger implementations.

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DIMENSIONS OF MERGER WITH REGARD TO HUMAN RESOURCE

(Edwin A. Locke, 1976) [11], work satisfaction is "an enjoyable or positive mental state that arises from the evaluation of one's position or job encounters. **(Cohen, A.; Golan, R. 2007)**[12] the meta-analysis revealed that job sophistication can mitigate the connection regarding work satisfaction and efficiency. Increased job fulfillment and corporate dedication may be effective tactics for lowering absences and turnover plans.**(Goyal & Joshi, 2011)**[13], employees' conduct is frequently adversely impacted by mergers and acquisitions, leading to unproductive behaviors, poor morale, absences, and work discontent.**(Kenyetta, C. and Kira, M. 2017)**[14], Morale among workers can be lowered by the tension and worry associated with blending two distinct cultures, a potential job displacement, neglected emotions, treachery, and a shift in the workplace. **(Mylonakis, 2006)**[15], bank workers see bank mergers and acquisitions as a jeopardy to their future professional development and employment stability rather than an opportunity. Below are some of the major different dimensions of HR in the merger and acquisition taken from the work of **(Hyginus, 2021)**, that have to be managed carefully during merger integration:

1. Workplace

(PaulJackson,2004)[16], A workplace is an area where an individual operates, either for the organization or for themselves. **(Raheela Maulabakhsh 2015)**[17], Employee job satisfaction is positively impacted by the work environment. Employees are unable to demonstrate their skills or reach their best potential in unfavorable working circumstances.

2. Work Culture

A business's shared principles, beliefs, and favored behaviors are referred to as its corporate culture. The most prevalent sign of cultural disparities is cultural conflict. Given that businesses are becoming more global, this component is becoming extremely important. **(Okoro, Heniretta, 2010)**[18], The findings of the research showed a correlation between each of the business's performance metrics (employee commitment, job satisfaction, and employee retention) and the mix of cultural characteristics (mission, participation, consistency, and flexibility).

3. Leaders in Integration

(By Jocelyn Chao, 2018)[19], In order to maximize transaction value and improve their readiness for future M&A, successful integrators actively train their teams and executives in integration. Given the intensity of integration planning, successful companies incorporate capability-building modules targeted at particular skills;such as capturing value and managing the post-close change process.**(Thach-and-Nymans, 2001)**[20], there are various responsibilities that leaders perform during various stages of the merger process. While urging their team members to continue concentrating on their job, all leaders must manage the emotional fallout.

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4. **Morale of Employee**

(Dixon, 2005)[21], Describe how poor morale ultimately causes employees to be less committed, destroys the supplied good or service, as well as alienates clients and consumers that the company services. **(Pokharna, 2011)**[22], According to the paper, "lower spirit goes contagious in that it can begin with a single discontented employee and escalate to a widespread situation, or circulate from section to section, before eventually affecting the whole organization." Nevertheless, low mood can be improved.

OBJECTIVES UNDERTAKEN FOR PRESENT REVIEW STUDY

To Explore the immense potential research areas related to mergers and acquisitions in the banking sector and to seek for measures to increase the efficiency and competitiveness of the banking system by increasing the productivity and Job Satisfaction of Employees.

RESEARCH METHODOLOGY

The research methodology for the current work is conceptual and analytical in nature, which reviews the previous research work carried out on the impact of mergers and acquisitions on the employees of banks. This is a review paper that aims to locate the current status of research in the field of bank mergers and provide directions for future research in this field. The articles and works are collected from the secondary source i.e., Published sources. The number of articles taken for review are 20 published research papers.

EXPLORATORY LITERATURE REVIEWOF THE SUBJECT AREA

(Avinash Singh, 2022)[23]**,**This research explored the level of work satisfaction among SBI personnel following the merger. The research is descriptive in nature and discusses the variables that influence the degree of job satisfaction. A statistical instrument called the coefficient of association is used for data analysis. It has been established that the majority of employees (73%) are highly satisfied, (26%) employees are average satisfied with their jobs, with male employees being more pleased than female employees.The research additionally revealed that employment security, reliability, decent working conditions, interpersonal connections with coworkers, and promotions all have a direct impact on how satisfied employees are with their jobs. There is no connection between the salary scale of jobs and the job satisfaction level of employees.It is founded that most workers had good post-merger experiences, which contributed to an effective consolidation. The administration of a bank must therefore take care of those matters in order to establish a vibrant organization after a merging. The level of job happiness could also be high if the workers had positive relationships among themselves, had a helpful manager, and worked in an environment that was open and transparent and encouraged free-flowing interaction and appreciation for good work.**(Shaffali Agarwa, 2022)**[24]**,**The research examines the difference in

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employee morale between before and after the merger. Due to a dearth of information, worry, and anxiety from adapting to a new workplace, employees are dissatisfied. and there is a difference in employee morale between the pre- and post-merger of banks with a substantial difference (t value = 5.395) at the 5% level. The study comes to the conclusion that interpersonal interactions, task quarrels, collaboration, workflows, cultural compatibility, supervisory support, work culture, psychological empowerment, strategic rationalization, non-monetary benefits, and employee passion and commitment have an impact on the performance of the Bank's employees in the amalgamated Bank. The root causes of employee resistance must therefore be fully explored because understanding them could enhance merger planning and results.**(Raj, 2022)[25],** The objective of the current research was to examine how the merger and purchase procedure affected bank workers' job satisfaction levels. Data was gathered for this employing the B. L. Dubey-developed Job Satisfaction Measure. The conclusion from the research is that the acquiring bank in terms of work satisfaction, personnel of acquisition banks and former personnel at banks vary considerably from one another with a t value of 3.53, which is essential at the 0.001 level of relevance. The average score of the former bank staff group is 50.9, which is significantly lower than the median score of the acquisition bank staff. In accordance to the manual of scale, greater scores imply higher work satisfaction. The previously average score of the acquisition bank personnel group is 63.92. Therefore, based on the findings, it can be concluded that acquiring bank workers are happier than former bank employees. According to the findings, officers from Erstwhile Bank and Acquisition Banks, with average values of 51.71 and 68 respectively, are more likely to be happy with their jobs than employees, who have mean values of 50.04 and 59.80.**(Samuel, 2021)[26],**The research has been done on the HDFC bank, which bought the Centurion bank of Punjab, to assess staff satisfaction before and after the merger. An independent t-test is used for research, and descriptive statistics are used. With a t value of 4.284% at the 5% level of significance, it is discovered that there is a significant change in the attitudes of the workers between the pre- and post-merger periods. This study shows that HDFC Bank employees consider a change in work culture(3.89) as their top post-merger worry, followed by a change in the environment (3.46) in which they work, as is apparent from their answers. And there are also differences in the attitudes of employees on the basis of their age, position and experience.**(Eliza Shrestha, 2021)[27],** The purpose of the study was to gauge how satisfied the workers were with the new commercial bank of Nepal after the merger. This study is descriptive in nature. Out of the total number of workers, the study found that 28.06% were extremely satisfied, 50% were fairly satisfied, and 21.94% were disappointed with the merger. The study's findings revealed that although only half of commercial bank employees reported being extremely satisfied with their jobs, the majority of them (65.16%) believed that post-merger integration and bad communication were the greatest issues. However, 23% of the workers believed that the challenges of post-merger

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activities could be lessened if they had access to the proper training and growth opportunities. The study reaches the conclusion that banks should ascertain the needs of their personnel and establish a work environment that will permit flexible scheduling in the post-merger period.**(Hyginus, 2021)[28],**The research assessed the effect of the workplace, corporate culture, and leadership on employee morale in the Nigerian banking sector using regression analysis. The study found that the workplace and bank culture, two elements of mergers and acquisitions, had a substantial impact on personal satisfaction workers'(sig 0.013) and appreciation(sig 0.031), respectively, at the 5% level of significance. Leadership was the other element, and it had nothing to do with the employee's standing in society or their level of job happiness (sig 0.254). The study made a number of suggestions, including making the workplace comfortable for employees, motivating them by expressing gratitude for their efforts, which boosts morale, and considering employees' emotions when deciding whether to combine or acquire other businesses.**(Purnamasari, 2021)[29],** This research aims to delve deeply into the viewpoints and opinions of affected by the merger workers, particularly those working for Islamic banking institutions. The study used qualitative research techniques. At Bank Syariah X in Malang City, information was gathered through a number of indirect as well as direct interviews (through an open-ended questionnaire) with eight workers from top management and lower management. Despite a few concerns about safety, it can be said that overall, workers have favorable reactions to the Islamic banking merging.**(Goel, 2020)**[30],This research uses ANOVA to examine how employees perceive a merger in the banking industry from their perspectives on different HR perspectives (job design, employee involvement, supportive HR framework, work setting, career progression, and job happiness). Employee views on HR perceptions of a merging in the banking industry were found to be unaffected by their experiences, and gender HR expects employee involvement, growth, and wellbeing (sig =0.033). However, there is a significant difference between bank employees with respect to various HR perspectives, with the exception of job advancement (sig. = 0.449). It was observed that there was no appreciable difference in the level of job satisfaction within and between bank employees who had dealt with a merger or acquisition.It has been observed that different HR aspects throughout the merger and acquisition process should be properly taken into consideration for effective merger execution.**(Maitra, 2020)[31],** This research examined a number of factors affecting bank workers' job satisfaction using ANOVA test(5% level of significance). Employee satisfaction at work is found to be unaffected by their age (sig = 0.398) and income (sig = 0.438), with no discernible difference between the two. Employees' disparities are found with regard to job promotions, which are fair and without bias based on their age (sig = 0.036), but there is similarity with respect to their salaries (sig = 0.525). Additionally, there is unanimity in perception with regard to an effective communication system on the basis of age (sig = 0.128) and salary (sig = 0.641). It is concluded that, the majority of respondents agreed that post-merger policies were clearly communicated, all

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the units work well together, and some strongly concurred with the assertion that the atmosphere is friendly, which creates a favorable scenario for many employees.**(Raimi, 2020)**[32], This research compares the impacts of mergers and acquisitions (M&As) on some Nigerian institutions. In the context of worker performance measured in terms of advances per employee and deposits per employee. The advances made to each employee following the merger (162326.50) is greater than it was before (72943.42). It is discovered that deposits made by each employee after the merger (256998.42), which is more than deposits made by each employee prior to the merger (111496.58). In light of this, it can be said that worker productivity in relation to the two metrics increased throughout the post-merger era in comparison to the productivity of workers throughout the pre-merger eras. The research also stressed that much diligence bank employees inserted into advertising, communications, management of client relationships, and other interpersonal interactions methods which leads to increase the total amount of loans and total amount of bank assets. **(Singh, 2019)**[33]**,**The purpose of the study is to examine how ethical concerns, such as justice, security, and caring practices, affect how bank employees perform their jobs after mergers and acquisitions. This was done by using regression, correlation and ANOVA techniques to determine the relationship between these ethical concerns and the impact they have on job performance. The results demonstrated a strong positive correlation between the job performance and the three variables i.e., job security, justice, and caring practices with significance value of (sig.=0.00). It is suggested that giving employees in the combined business employment stability, fairness, and compassionate practices may enhance job performance.**(Prof. Prashanta Athma, 2018)**[34]**,** The research examined employee satisfaction levels and pre-post-merger perception of the employees at the merged Kotak Mahindra Bank. Despite their concerns about transition, the mechanics of the merger, and strategy in the pre-merger period, the employees felt that the merger led to efficiencies, development prospects, and improved consumer reach after the merger. INGVB employees (59.52%) are more satisfied than KMB employees (45.76%) about the communication of information about the merger procedure. INGVB employees (50.29%) are less satisfied than KMB employees (62.58%) regarding the rules, facilities, and adapting to the new environment. It is found that there is no association between the job satisfaction level and work place before and after the merger. The employees of the two merging institutions grew accustomed to their new colleagues, surroundings, management style, and facilities which ultimately helped employees to be satisfied with their current working conditions.**(Kaur, 2018)**[35]**,**The current research elaborates insight on these employee-related HR issues. Officers and employees employed by the former partner banks consider they have received a raw deal due to numerous scenarios of unjustified transfers and the erosion of rank for many officers after the transfers. The problems cited most frequently by respondents to the current study were elevated anxiety, job advancement-related challenges, various managerial working styles, a feeling of work displacement, loss of roles and

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identity, and increased client traffic.**(Ranzy.K.P, 2017)[36],**This research aims to analyses how eSBT employees feel about the merger and point out the different steps SBI has taken to safeguard eSBT employees' interests by using t-test, ANOVA and Person Chi-square test. The majority of respondents (47%) are satisfied with the merging of SBT and SBI. there is concurrency found in the perceptions of employees regarding merger on the basis of their gender (sig. 0.254), education (sig. 0.144), and designation (sig. 0.222). But there is substantial difference found in perception regarding merger on the basis of their age (sig. 0.007), and work experience (sig. 0.003).Majority of respondents (57%) believe SBI has done nothing to protect the interests of eSBT workers.**(Gautam, 2016)**[37], The findings showed that the most crucial element of the merger and acquisition (M&A) procedure is dealing with employee concerns, which, if done poorly, may have a detrimental effect on staff fulfillment and their intent to leave. Workers appeared to be less pleased, with a mean value of 4.23 after the merger, compared to a satisfaction mean value of 4.33 prior to the merger and acquisition. And also, there is a substantial association found between the satisfaction level and job turnover intention, with a Pearson's correlation of 0.664. Further, there is a strong correlation between job satisfaction and education, work experience, and remuneration post-merger, but there is no association with the designation of employees. But there was no evidence that they intended to transfer jobs. Employees who were happy with their jobs expressed that they could find greater opportunities than their current ones and that quitting their current jobs would not cause them any problems in their personal lives. Nevertheless, the chance of staff members leaving BFIs remained. If they were fired, they felt confident they could find a comparable position.**(Dokotria, 2016)[38],** In this research, combination and acquisition were used as autonomous factors, and work mentality was used as the variable that was correlated. The method of purposeful selection was employed to collect samples. Merged banks achieved an average of 109.34 with an average variance of 18.749 compared to acquired banks' average score of 100.36 with a 19.356 deviation from the mean. When the average scores of purchased and combined institutions were compared using an independent t-test, the results revealed a statistically significant disparity: t = 3.939, at 5% level of significance. On evaluations of positive mentality, purchased banks' less favorable average scores of 100.36 were similar to combined banks' higher average score of 109.34, which suggests that merged banks responded more favorably to changes in terms of their work attitudes.**(Surinder, 2014)[39],**According to findings, there is substantial connection between the perceptions of employees in association with the job satisfaction and retention policy with Pearson Chi-Square value of 43.54. Mergers and acquisitions are the most common actions that make employees unhappy at their jobs. All of the employees were against the planned merger of ICICI Bank and BOR. We discovered that there has been very little workplace satisfaction since the merger. The study concluded that acquisitions impact employee contentment at work, which is what leads to turnover. The factors that affect employee

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satisfaction the most are salary, conflict, gratitude and appreciation, teamwork, social pressure, culture, working circumstances, and remuneration.**(Vijay Josh, 2013)[40],** This study is conducted to analyze the pre- and post-merger levels of stress and satisfaction among the employees of ICICI and BOR using a paired t-test. It is found that there is a significant difference in the level of stress (sig. = 0.00) before and after the merger. The stress level has increased from a mean of 1.33 before the merger to a mean of 2.68 after the merger. Also, there is a significant difference found between the level of satisfaction before and after the merger (sig. =0.00). There is a decrease in the satisfaction level of employees after merger, with a mean value of 2.15 compared to the mean value of 4.53 before merger. It has been revealed that every employee was against the BOR's proposed merger with ICICI Bank. Researchers discovered that post-merger contentment is shockingly low and worry levels are extremely high. The study also demonstrates that the HR policy framework and cultural fit are the two factors that affect a merger the most. Researchers can therefore draw the conclusion that stress levels may increase if changes made during mergers and acquisitions are not managed at the proper time.**(fapohunda, 2012)**[41], This study is done utilizing a Chi-Square statistical technique, this research analyzes the associations between mergers and acquisitions (autonomous variables) and work efficiency, job stability, staff turnover, and the degree of technological advancement (reliant variables). Mergers and acquisitions were found to have a substantial effect on worker efficiency (56.73), career stability (58.33), attrition (47.58), and technical advancements. (23.64). According to the participants, mergers and acquisitions led to a decline in early output. This is due to the fact that numerous staff members needed some time to get used to the new working conditions and were initially unclear about what was expected of them. A catastrophe within a bank could result from mergers and acquisitions. Employee displacement is a common occurrence when reorganization threatens job stability. Furthermore, the majority of the new technologies lower labor and paper expenses, which reduces the labor-intensiveness of the financial sector. **(Wickramasinghe, 2009)[42],** This study is conducted to analyze the job satisfaction of employees concerned with the two different types of mergers; collective merger and extension merger and to analyze the involvement of HR and overall satisfaction of employees using demographic variables. It is found that job satisfaction is high in collaborative mergers (Bank AB) with a mean of 3.61 as compared to job satisfaction in extension mergers (Bank CD) with a mean of 2.17 in the post-merger period. As a result, Bank CD workers would discover that their organizations are collaborating with erstwhile rivals. They anticipate to lose their jobs and feel insecure about their prospects because they'll need to work more efficiently to hold onto their current positions in the combined banks. As a result, they started looking for jobs at other banks after the merger. The results did, however, also imply that workers are less pleased with HR agencies' participation in mergers in Bank CD. Respondents who fall into the older age category were less pleased with the job satisfaction with mean value of 2.79 as compared to young age with

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mean value of 3.03, and also, they are less satisfied with the HR function's participation in the merger. And lastlyFemale workers are less satisfied with the merger with a mean value of 2.76 as compared to the married one's mean value of 3.12.

PERSONNEL IMPLICATIONS OF LITERATURE REVIEW

Majority banks use merger or acquisition agreements as a strategic tool to boost their capital base, enhance their capacity to lend, and realize efficiencies of scale. Successful merging and purchase activities depend on readjusting the capital structure prudently and integrating both groups of employees from the combining organizations. It can be concluded from the above review of literature that, if the human resource management of the merging banks does not receive the necessary attention, the merger could result in a great failure. **(Avinash Singh, 2022)** It is well established that most workers had positive post-merger experiences with majority of employees (73%) are highly satisfied, which facilitated an effective consolidation. The level of job happiness could also be high if the workers had positive relationships among themselves, had a helpful manager, and worked in an environment that was open and transparent and encouraged free-flowing interaction and appreciation for good work.**(Eliza Shrestha,2021)**the majority of employees (65.16%) believed that post-merger integration and bad communication were the greatest issues. However, 23% of the workers believed that the challenges of post-merger activities could be lessened if they had access to the proper training and growth opportunities. Therefore to ensure that employees are comfortable with their new working circumstances, it is crucial to take into account variables like job training, information sharing, job security, and cultural blending**.** **(Kaur, 2018)**Bank acquisitions and mergers lead to uncertainty, instability, employment shifts, and the danger of job loss, which is the main cause of increased stress, tension, anxiety, and demoralization in workers and results in low employee productivity, which ultimately negatively affects the profitability of the concerned bank. Therefore, adequate attention should be paid to reducing employee stress and anxiety-related problems, and there should be an appropriate method for providing rewards to motivate the workforce so that the working efficiency or productivity of the employees could increase. **(Raimi, 2020),** this study concludes, that the advances made to each employee following the merger (162326.50) is greater than it was before (72943.42). It is discovered that deposits made by each employee after the merger total (256998.42), which is more than deposits made by each employee prior to the merger (111496.58). This become possible only because the workers are given due consideration post-merger period.This studyalso stressed that much diligence bank employees inserted into advertising, communications, management of client relationships, and other interpersonal interactions methods which leads to increase the total amount of loans and total amount of bank assets. Hence, throughout mergers and acquisitions, banks must be vigilant in both financial and human resource matters.

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SCOPE FOR FUTURE RESEARCH

From the above review of the literature, it is clear that there is wide scope for future studies in the field of the impact of mergers on employee satisfaction. There is a dearth of studies required in this field regarding the impact of mergers on job opportunities and promotion prospects in the field of banking. And there are very few studies that are conducted on the comparative study of two or more banks' employee satisfaction before and after merger. There is also lack of studies related to measuring the impact of the bank merger on employee efficiency.Studies are needed to find out the differences in attitudes towards mergers and acquisitions based on factors such as gender, experience, salary range, and employee job title. There are not enough studies that compare the levels of work satisfaction of employees of acquired banks and those of acquiring banks.

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