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Dissociating Self-perception from Perceptions of Organization: Effects of Post-Merger Conflicts on Employee Identification During Post-Merger Integration Process

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ABSTRACT: *In this study we examine how conflicts due to changes affect employees' perceived association between them and their organization during the post-merger integration (PMI) process. Employing organizational identification (OI) and organizational change perspectives, we investigate the moderating effect of post-merger conflicts on employees' identification with their organization. We argue that those employees who face post-merger conflicts will dissociate themselves from their organization, or in other words, have a lower level of identification with their organization such that they perceive their values (involvement (H1), sharing (H2a, H2b), innovation (H3) different from how they see the firm encouraging, enabling, or supporting these values. We present empirical evidence for these hypotheses through a sample of current employees of a merged professional services firm.*

Keywords: Organizational Identification, Organizational Disidentification, Organizational Identity, Post-Merger Integration, Resistance to Change, Conflict

INTRODUCTION

Continued organizational identification (OI) of employees during the post-merger integration (PMI) process is critical for successful merger integration but it is also significantly threatened during merger integration (Ullrich & van Dick, 2007). While merger, as a major organizational change, comes with ambiguities and conflicts, very little scholarly effort has been put into investigating the role of conflicts due to changes during the PMI process (hereafter, *post-merger conflicts*) on employee identification. In this study, we investigate how facing post-merger conflicts affects OI, especially as a potential source of non- and dis-identification of the employees with the merged entity.

Researchers emphasized both what facilitates OI and what OI produces. They have also investigated the role of the context in OI (please see Ashforth, Harrison, & Corley, 2008; He & Brown, 2013; Riketta, 2005 for reviews). Studies also focused on OI in dynamic contexts. van Dick, Ullrich, and Tissington (2006) claim that post-merger identification predicts performance outcomes such as job satisfaction and turnover intention. Regarding antecedents of post-merger OI, studies acknowledged individual, merger-related, and organizational factors that can influence employee's post-merger identification (Clark, Gioia, Ketchen, and Thomas, 2010, Ullrich, Wieseke, and Van Dick, 2005, Giessner, 2011). One conclusion from this literature is that post-merger OI is not guaranteed and depends on what happens during the PMI process, how employees perceive the changes, and how they react to them (Boen, Vanbeselaere, Brebels, Huybens, & Millet, 2007, van

Knippenberg, van Knippenberg, Monden, and de Lima, 2002, Elstak, Bhatt, Van Riel, Pratt, and Berens, 2015). Following existing conceptualization of OI from social identity theory, we ask: *How post-merger conflicts influence employees' perceived value association between themselves and their organization and impact the level of employees' identification with the merged entity?*

Conflicts focused in this study are referred to as post-merger conflicts between the employee and the working environment because of incompatibility, differences, and inconsistency in policies and practices during the PMI process. In particular, we argue that those employees who face post-merger conflicts will dissociate themselves from their organization, i.e. they will have a lower level of identification with their organization. We conduct analyses on a sample of employees of a merging professional services firm in Vietnam. We find that those employees who suffer post-merger conflicts have a different self-perception regarding i) their involvement level with the firm, ii) their sharing level within the firm, and iii) their innovativeness within the firm than how they think the firm i) encourages involvement, ii) enables and supports sharing, and iii) encourages innovation.

This study makes several contributions to the OI literature. Firstly, post-merger conflicts are brought into this literature as an antecedent of OI in a merger context. This antecedent is more situational, dynamic, and interactive than traditional static ones. Secondly, we adopt "value congruence" concept which is established in other literatures (i.e. Hoffman, Bynum, Piccolo, & Sutton, 2011; Ogunfowora, 2014) and bring it into OI literature. Further, instead of measuring employees' OI directly which is common but offers inconsistent results (Riketta, 2005), we measure OI with an indirect approach. Post-merger conflicts are added on and proved to have a negative interaction effect on the association of their two perceptions.

THEORY AND HYPOTHESES

Identity and Identification

Organizational identification (OI) is the self-perception or sense of "belongingness" to or "oneness" with the organization (Ashforth & Mael, 1989). Dutton et al. (1994) suggest that it happens through a *perceptual connection* between *the definition of an organization* and *the definition of one person*, i.e. a perceived value association. In other words, to understand OI, we need to uncover two definitions and the relation between them. The first, *definition of one person,* answers "Who am I?"

(Ashforth et al., 2008). This is a self-concept: identity at the individual level. Individual identity is a set of values, emotions or meanings attached to the individuals through their unique sense of self (Postmes & Jetten, 2006); through their membership of an organization (Tajfel, 1978); or through multiple roles they play within the organization (Stryker & Burke, 2000).

The second, *definition of an organization,* answers "Who are we as an organization?" or "Who do we want to be as an organization?" (Albert & Whetten, 1985), also see Gioia, Patvardhan, Hamilton, and Corley (2013) for a review. This is again self-concept: identity but at the organizational level. Accordingly, organizational identity is a set of distinctive, core, and enduring values or beliefs either established by the top management team (Voss, Cable, & Voss, 2006), or shaped by outsiders or external institutions (Bartels et al., 2007; Fuller et al., 2006), and at the end perceived by one organizational member (Dutton et al., 1994). The last item one needs to uncover about OI is how these two sets of values are related to each other. In other words, the *perceptual connection* between the *definition of an organization* and the *definition of one person* becomes the cognitive connection between two sets of values held by an employee and by her organization. This perceived connection occurs when there exist similarities between values of employees and those of their organizations.

Value congruence is used to measure the overlap of values held by individuals and their team (Jehn, 1994), department (Enz, 1988), and organization (Ostroff et al., 2005). Accordingly, OI occurs when the values an employee holds are similar or congruent with the values she perceives that her organization embraces (George & Chattopadhyay, 2005). Therefore, we argue that the level of OI can be captured by examining the degree of perceived value overlap between an employee and his or her organization. In addition, the perceived overlap of values can range from far apart, to small or large (Boivie, Lange, McDonald, & Westphal, 2011) indicating non-identification (or dis-identification) to a low or high level of employees' identification with the organization.

In an opposite direction to identification, dis-identification is composed of the feelings of detachment from, dissatisfaction with, and dissimilarity to the organization or other organizational members (Becker & Tausch, 2014). Employees who dis-identify with their organization are likely to psychologically disconnect or disassociate themselves from the organization (Kreiner & Ashforth, 2004) to the extent that employees perceive their values are different or even opposite to their organization's values (Bhattacharya & Elsbach, 2002; Elsbach & Bhattacharya, 2001). Non-identification, however, happens when employees do not understand why they would identify with or dis-identify from their organization or if they do not have any interest in either identifying with or dis-identifying from their organization (Lock & Filo, 2012; Lock et al., 2013; Vadera & Pratt, 2013).

Identity Change and Alternatives

Organizational change is challenging: it comes with unknowns and these, in turn, result in uncertainty and ambiguities (Corley & Gioia, 2004). During it, employees try to make sense of what is going on within the organization (Maitlis & Sonenshein, 2010; Weick, Sutcliffe, & Obstfeld, 2005). They may even struggle just to make sense of: "Who are we becoming as an organization?" (Tienari & Vaara, 2016). Therefore, change at the organizational level ends up with change in organizational values. Those organizations where employees continue to hold congruent values to the changes are more likely to manage the change process successfully (Amis, Slack, & Hinings, 2002).

Employees who perceive change in organizational values cannot immediately cognitively and emotionally connect with the organization because this cognitive connection requires a similarity of values between employees and their organization. Their current values may become unrelated to or disassociated with new organizational values. In other words, during the early phases of change, employees may perceive that their values are partially or completely incongruent with organization's new values. In sum, organizational change poses a threat to the existing level of OI because it makes the perceived value overlap between the two become smaller (Ullrich & van Dick, 2007).

Employees who are confronted with reduction in the perceived overlap between self-identity and new organizational values would engage in one of the two paths to reduce uncertainty and enhance their self-esteem (van Vuuren, 2012). Figure 1 shows two alternative routes for this dynamic shift in value congruence and overlap during pre-, during, and PMI process contexts.

[Insert Figure 1 about here]

Route #1: Changing Sense of Self to the New Situation

Employees may find that the best way to reduce the uncertainty and resolve ambiguities during early phases of organizational change is to change their sense of self to adjust to the new situation (van Vuuren, 2012). Generating a similarity between their self and the organization through anchoring their own values to the new organizational values would help them feel less uncertain and achieve self-enhancement (Vadera & Pratt, 2013). To change their sense of self to the new situation, first they need to go through de-identification. They de-identify themselves with the "old" organization by loosening individual ties to those old values (Fiol, 2002). Only then can they engage in re-identification process, which will require a re-establishment of the *perceptual connection* between their own values and the new organizational values. They re-identify themselves with the organization by constructing individual ties to the new organizational values (Fiol, 2002). In sum, those employees who see benefits from the change process would discard their own values and adopt the new organizational values as their new values, such that their new own values and the new organizational values are congruent and overlapping again.

Route #2: Making Sense of the New Situation so Original Organizational Identity Stays Intact

Individuals rely on a sense of self consistency - the maintenance of some continuity during change (Chreim, 2002). When they are forced to change their perception, they select to change their perception of others (e.g. organization) rather than of themselves. Therefore, another option to reduce uncertainty and enhance self-esteem is to keep their sense of self intact and remain attached to the old organizational values. Especially those employees who suffer PMI conflicts would follow this option.

In an organizational change context, conflicts between the employee and the organization can be due to discrepancy or inconsistency in ideas, feelings, and behaviors of employees. Employees may receive contradictory information and be exposed to conflicting policies and processes. Thomas (1992) concludes such employees would try to resolve the conflicts by withdrawing the relationships which generate the conflicts or by gaining additional inducements to compensate for the conflicts. In sum, conflicts would put these employees in an emotional discomfort and make them selectively ignore the good side and notice only the bad side of change in the organization and possibly in the new values of the organization (Gardner, Pickett, & Brewer, 2000). Furthermore, this emotional discomfort and the conflicts they face would make them feel that the older days were better and help them further attach to the old organizational values. Note that they are already identified with the old values, otherwise they would have most likely quit (Dukerick et al., 1998; Kreiner & Ashforth, 2004). Therefore, they are much more likely to perceive those old values to overlap with their own values.

Since they, for some specific reasons, cannot physically escape from the organization at least immediately, creating a psychological distance between them and the organization can be an optimal choice (Becker & Tausch, 2014). When the values and characteristics of an employee are incongruent with those of the new organization, being disassociated with the organization is a way through which she protects self-image and enhances self-esteem (Lock et al., 2013; Reid & Hogg, 2005). As a result, they perceive that their values are different from their organization's values or believe that their organization's values are opposite to their values (Bhattacharya & Elsbach, 2002; Elsbach & Bhattacharya, 2001; Kreiner & Ashforth, 2004). Thus, they will become dis-identified or non-identified with the organization by separating their values from the new organizational values or ignoring the new organizational values. Therefore, we propose:

Proposition: *Those employees who suffer conflicts due to organizational changes will disassociate themselves from the firm and have lower value overlap.*

One significant change process that affects employees' identification is when two firms merge to become a new one. In such settings, additional conflicts, pressure, and power fights among employees are distinctive and anticipated (Corley & Gioia, 2004). A merger would also result in more intensive conflicts that employees have to confront during PMI (Weber, Rachman-Moore, & Tarba, 2012). These, in turn lead to change in their perceptual connection between themselves and the newly merged firm. When conflicts are related to the organization's actions during the PMI process, they would pose strong threats to the employees' OI such that these conflicts would result in a looser and weaker perceptual connection between employees and the organization.

Conflicts during PMI can be due to policy differences between the two original firms or from the inconsistencies in established practices of the new firm. Members who perceive such differences and inconsistencies would feel anxious and be confused about which policies they should follow. Therefore, they would find it harder to identify with the merged firm. They would selectively ignore the good and notice only the bad things undertaken through change process (Gardner et al., 2000).

For example, involvement, sharing, and innovation are important values for both individuals and the organization (Kabanoff et al., 1995), especially when the organization undergoes significant change such as restructuring, transformation, and merger. Especially in the merger context, to understand and deal with the new work groups, cultures, and business processes, employees need to be involved in the integration process. They participate in the integration process by sharing or being shared necessary information and resources. And they need to support others and also are supported by others in addition to coming up with new and innovative solutions to problems they face. Because they suffer post-merger conflicts, they would perceive only the "negative side" of the new organization in such a way that they will think the new merged firm does not encourage involvement, innovativeness, and sharing behaviors of organizational members at all and that an involvement, innovation, and sharing culture does not exist during the PMI process. Therefore, we hypothesize that *those employees who suffer post-merger conflicts will have different self-perceptions regarding their*:

Hypothesis 1. involvement level compared to how they think the firm encourages involvement.

Hypothesis 2a. sharing level compared to how they think the firm enables sharing.

Hypothesis 2b. sharing level compared to how they think the firm supports sharing.

Hypothesis 3: innovation level compared to how they think the firm encourages innovation.

METHOD

Sample and Procedures

An international professional services firm in Vietnam (GRACO) specializing on audit, tax and advisory services served as the research site. This firm merged with another domestic professional services firm (NEXCO) in July 2014 while keeping practicing under the 'old' name – GRACO. These kinds of firms typically rely on individuals' values (Morris & Empson, 1998), therefore individuals' connections with the organization becomes crucial during the integration process of the two firms, thus motivating the organizational identification (OI). We collected data using an online survey of all GRACO employees in September 2016 enabling us to capture the 'good' time of PMI. We also used two sets of HR archives (in one and two years after the merger) provided by Division of People and Culture. The initial sample consisted of 140 employees of the merged firm – 'new' GRACO (a response rate of approximately 65%). After incomplete responses were excluded, the final sample included 106 employees. They were mostly female (71 %), in audit services division (39%), university graduate (94%), and located in Hanoi office (61%). 45% of the sample were newcomers (whose organizational tenure was less than 2 years) and the remaining employees were originally from NEXCO (35 %) or ‘old’ GRACO (20 %). The sample spanned all six job levels: 4% partners and directors, 15% senior managers and managers, 24% senior associates, and 57% associates.

Dependent variables

In this study, we conceptualize and measure the perceived value overlap in an indirect manner. This overlap is indirect (Ostroff et al., 2005) because employees are asked about their defining values and organization’s defining values separately preparing for a comparison rather than being asked directly of an overlap. Four dependent variables measured employees’ perceptions of their organization during PMI corresponding to the three self-perceived values about involvement, sharing, and innovation. These were asked on a 7-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (7). *Organization Encouraging Involvement* is whether the organization encourages involvement. In order to identify this, employees were asked whether “their organization get members involved in decision making during the past 12 months”. This item was developed by (Jons, Froese, & Pak, 2007). *Organization Enabling Sharing* refers to if the organization enables knowledge sharing. Adapted from Feller, Finnegan, Fitzgerald, and Hayes (2008), participants were asked if their organization enables employees “to share work contacts”, “to access others’ expertise”, “to access others’ knowledge”. This variable was average of these three items and the Cronbach’s α for this scale was 0.94. *Organization Supporting Sharing* is if the organization supports knowledge sharing. Participants were asked if their organization supports transferring “marketing and customer knowledge”, “R&D and operation knowledge”, “managerial knowledge” across departments. This variable was average of these three, which were adapted from Tanriverdi (2005). The Cronbach’s α was 0.96. *Organization Facilitating Innovation* is whether the organization creates favorable conditions for innovative activities. Using Gold, Malhotra, and Segars (2001), respondents were asked whether “their organization facilitates the creation of new knowledge”.

Independent variables

Four independent variables were used to measure employees’ perception of self during the PMI process. A 7-point Likert scale ranging from 1 as Strongly Disagree to 7 as Strongly Agree was used for all these variables. *Employee Involvement* refers to the extent that employees can directly or indirectly participate in the decision-making process (Mitchell, 1973). Participants were asked "whether they feel more involved in decision making over the last 12 months compared to one year ago". This item was modified and adapted from Locke and Schweiger (1979). *Employee Sharing* indicates whether employees are willing to share their knowledge with others. Respondents were questioned "whether they are not willing to share their knowledge during the last 12 months because they are afraid that others will take advantage of their knowledge". This item was drawn from Junni (2011). This item was measured in a reverse way to capture employees' willingness to share. *Employee Innovation* represents employees' ability to innovate in their fields. Adapted from Ko (2005), employees were asked about their ability to develop new ideas in their area of expertise. *Conflict Exposure* refers to the extent that employees suffered conflicts within the organization and among their relationships due to organizational change. Respondents were asked whether "they have experienced conflicts due to the change". This item was adapted from (Buono & Bowditch, 2003).

Control variables

It is possible that whether employees' gender, which original firm they used to work for or whether they are hired after the start of the PMI process, and which job level they have obtained may influence their perception of self and their perception of the organization during the PMI process. Therefore, in the empirical analyses, we controlled for *Employee Gender, Job Level,* and *Original Firm*. We also have controlled for the quality of supervisor – employee relationship (*Leader-member Exchange (LMX) Quality* variable); whether employee and supervisor are in social advice- seeking and giving relationship (*Employee – Supervisor Relationship* variable)*;* and the characteristics of employees' ego advice- seeking and giving network (*Employee Advice Network Centrality* variable.

Empirical Estimation Methodology

We believe that careful attention needs to be placed to such an issue as common method bias for this study, since both the independent variables and the dependent variables are coming from the same respondent measured at the same time within the same survey. As we investigated the potential sources of common method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), we note that a number of those sources would have worked against the hypotheses and others are less relevant. For example, consistency motif argues that respondents have a desire to appear consistent. In that regard, one could expect them to select similar responses to question on both self-values and perceived organizational values. Similarly, social desirability and leniency bias hint that they would rate themselves, their peers, and the organization higher than truth on average, creating an artificial positive correlation between self and organizational values. These are certainly also true in this survey where the correlation between them range from 0.3 to 0.6. However, the hypotheses we developed are predicting a negative correlation between those when the employee suffers conflict during the PMI process, i.e. opposite of the positive correlations that those sources of common method bias may generate. Therefore, we argue that, if anything, the presented results are conservative estimates of the potentially underlying phenomenon that we hypothesized. That being said, future studies should pay more attention to ensuring that more accurate estimates, rather than conservative estimates, are generated by better taking care of the potential methods biases.

In this study, we used both ordered logistic regression and multiple linear regression as the estimation procedures because two of the four dependent variables were ordinal variables with seven different values and the other two were average scores.

RESULTS

Descriptive statistics and correlation matrix are reported in Tables 1 and 2. Table 3 shows the regression results on how employees' self-perception in terms of level of involvement, sharing, and innovation predicts their perceptions' of the firm when moderated by the conflicts they suffered.

[Insert Table 1 and 2 about here]

Hypothesis 1 (H1) argued that those employees who face more post-merger conflicts will dissociate themselves from their firm such that how they perceive their involvement level in the firm *(Employee Involvement)* differs from how they see the firm encouraging involvement *(Organization Encouraging Involvement)*. Model 2 in Table 3 presents results of ordered logistic regression analysis. The estimates for the interaction between *Conflict Exposure* and *Employee Involvement* is negative and statistically significant ($\beta = -3.2141$; $z = -2.86$, $p = 0.004$), strongly supporting H1. Employees facing post-merger conflicts perceive a value distance between themselves and their organization, such that they perceive themselves as more involved in organizational decision-making processes whereas, they do not think that their organization encourages employees' involvement enough.

[Insert Table 3 about here]

Hypothesis 2 argued that those employees who suffer more post-merger conflicts will disassociate themselves from their firm such that they perceive their sharing level with the firm *(Employee Sharing)* different from how they see the firm is enabling sharing *(Organizational Enabling Sharing)* (H2a) and the firm is supporting sharing *(Organization Supporting Sharing)* (H2b). Models 4 and 6 in Table 3 show the results of the linear regression analysis for these two hypotheses. The estimates for the interaction between *Conflict Exposure* and *Employee Sharing* is negative and statistically significant both in Model 4 ($\beta = -1.00$; $z = -2.113$, $p = 0.037$) and Model 6 ($\beta = -0.822$; $z = -1.834$, $p = 0.070$). Therefore, H2a and H2b are respectively strongly supported. Interpretatively, when suffering post-merger conflicts, employees would perceive a value detachment between themselves and their organization such that they characterize themselves as 'sharers' who are willing to share, for example work contacts or knowledge, with colleagues whereas they do not think that their organization enables them or supports them to share.

Finally, Hypothesis 3 (H3) predicted that those employees who face post-merger conflicts will disassociate themselves from their firm such that how they perceive their innovation level *(Employee Innovation)* differs from how they see the firm is facilitating innovation *(Organization Facilitating Innovation).* Model 8 in Table 3 presents the results of the ordered logistic regression. The estimates for the interaction between *Conflict Exposure* and *Employee Innovation* is negative and statistically significant ($\beta = -2.5907$; $z = -2.052$, $p = 0.040$), supporting H3. Hence, when facing post-merger conflicts, employees would perceive a separation between their own values and their organizational values, i.e. they label themselves as 'innovators' who have the ability to develop new concepts in their area while they do not think that their organization facilitates innovative activities.

DISCUSSION AND CONCLUSION

This study investigated the effect of post-merger conflicts on employees' perceived association between themselves and their organization. During the PMI process, those employees who suffer conflicts disassociate themselves from their organization by perceiving that instead of an overlap, there is a gap between the values they hold and the values the merged organization embraces.

The findings contribute to the organizational identification (OI) literature in several ways. Firstly, prior studies have conceptualized post-merger conflict as an outcome of OI rather than an antecedent to OI. Post-merger conflicts between the employee and others (including the organization) have not been examined as a factor influencing employees' OI. This study investigated the role of post-merger conflicts as an antecedent of OI in a post-merger context. Furthermore, these post-merger conflicts emerged as situational factors that steer the identification boat away from the harbor. As such, post-merger conflicts are more dynamic and interactive antecedents than the traditional static ones examined in the literature.

In addition, current relevant literature has focused on factors that positively influence OI (e.g. Blader & Tyler, 2009; Liu, Zhu, & Yang, 2010), this study instead presents factors that are detriments to OI. Particularly, those employees who suffer conflicts during the PMI process will have a lower level of identification with their organization, if not end up dis-identifying with it. These employees selected to remain attached to their old organizational identity instead of changing their self-identity according to the identity of the new merged organization. Conflicts they suffered during PMI became the reason for this cognitive and perceptual disconnection between them and their organization. Also, the concept of "value congruence" which has been conceptualized and used in other literatures (i.e. Ren & Hamann, 2015; Vveinhardt & Gulbovaite, 2016) was brought into the OI literature. We find that post-merger conflicts make two sets of values less congruent, leading to a disassociation between employees and their organization, thus resulting in employees' non-identification or dis-identification.

In addition, current research on OI in M&A context highlights that PMI poses an identity threat to the merged organization that weakens post-merger OI and hinders its positive outcomes (Ullrich & van Dick, 2007). This study claimed that post-merger conflicts are detrimental to post-merger OI, thus threatening to the success of PMI, which further contributes to the M&A literature.

The limitation of this study was to employ three specific values for hypotheses testing. These values - involvement, sharing, and innovation are critical individual and organizational values which have been studied by many researchers and scholars in related fields (Dutton et al., 1994; Kabanoff et al., 1995; Voss et al., 2000), however they are only a few representative values. Acknowledging these limitations also opens avenues for future research. The literature needs future studies that investigate the role of conflicts with other important values (i.e. employee empathy), other level of association (i.e. between the self and their group or their department) and in other contexts (i.e. virtual environment, restructuring or spin-off contexts). With these observations, the findings of this study, hopefully can set a foundation for further interesting and more generalized studies.

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FIGURE 1: The Dynamic shift in value congruence and overlap of employee and organizational identity within a merger context

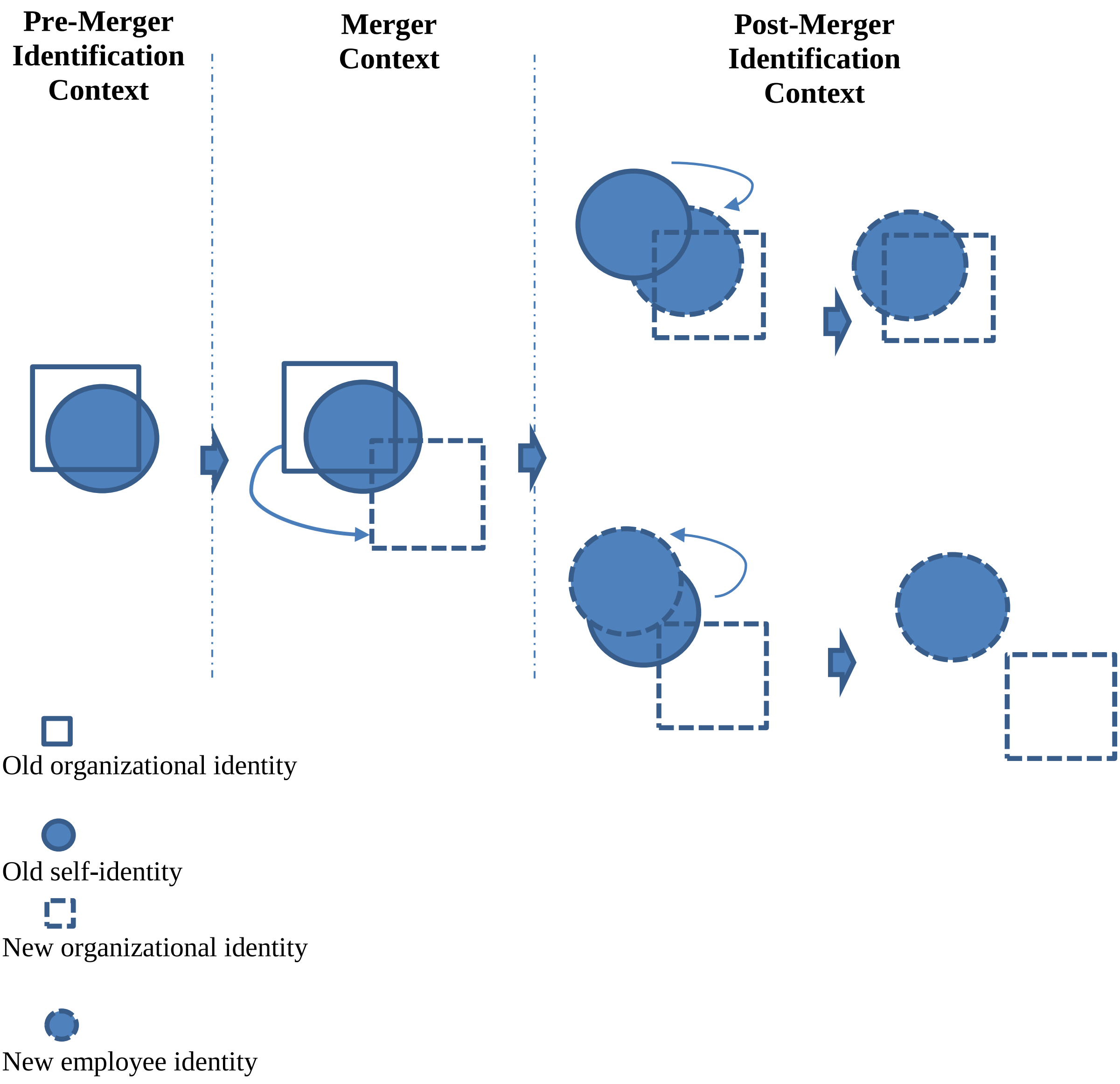

TABLE 1: Descriptive Statistics of the Variables

Variable		Obs	Mean	Std. Dev.	Min	Max
Organization Encouraging Involvement		106	5.462	1.034	1	7
Organization Enabling Sharing		106	5.591	0.866	2.333	7
Organization Supporting Sharing		106	5.327	1.049	2	7
Organization Facilitating Innovation		106	5.434	0.976	1	7
Conflict Exposure		106	0.292	0.457	0	1
Employee Involvement		106	0.304	0.306	0	1
Employee Sharing		106	0.351	0.360	0	1
Employee Innovation		106	0.658	0.350	0	1
Employee Job Level						
	2	106	0.179	0.385	0	1
	3	106	0.019	0.137	0	1
	4	106	0.160	0.369	0	1
	5	106	0.028	0.167	0	1
	6	106	0.019	0.137	0	1
Employee Gender		106	0.698	0.461	0	1
Employee Original Firm						
	2	106	0.123	0.330	0	1
	3	106	0.123	0.330	0	1
	4	106	0.500	0.502	0	1
LMX Quality		106	5.522	1.054	1	7
Supervisor-Employee Social Relationship		106	0.660	0.476	0	1
Employee Degree		106	6.783	4.453	0	18
Employee Centrality		106	796.590	1182.089	0	5246.115

TABLE 2: Correlation Matrix of the Variables

	Variable	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	[9]	[10]	[11]	[12]	[13]	[14]
[1]	Organization Encouraging Involvement	1													
[2]	Organization Ennabling Sharing	0.667	1												
[3]	Organization Supporting Sharing	0.556	0.722	1											
[4]	Organization Facilitating Innovation	0.582	0.749	0.787	1										
[5]	Conflict Exposure	-0.087	-0.144	-0.228	-0.202	1									
[6]	Employee Involvement	0.328	0.377	0.397	0.389	-0.151	1								
[7]	Employee Sharing	0.348	0.445	0.381	0.354	-0.155	0.548	1							
[8]	Employee Innovation	0.419	0.603	0.542	0.599	-0.096	0.138	0.171	1						
[9]	Employee Job Level	0.059	0.062	-0.068	-0.005	0.061	-0.022	-0.029	0.213	1					
[10]	Employee Gender	0.076	0.133	0.101	0.167	-0.029	-0.113	0.105	0.028	-0.138	1				
[11]	Employee Original Firm	-0.054	-0.061	0.047	0.062	-0.096	0.084	-0.018	0.022	-0.597	-0.020	1			
[12]	LMX Quality	0.342	0.365	0.320	0.270	-0.080	0.261	0.264	0.228	0.179	0.044	-0.210	1		
[13]	Supervisor-Employee Social Relationship	0.109	0.037	0.072	0.095	0.155	-0.017	-0.032	0.109	0.143	0.006	-0.199	0.074	1	
[14]	Employee Degree	0.018	0.117	0.099	0.195	0.003	-0.081	-0.039	0.182	0.455	-0.009	-0.312	0.144	0.010	1
[15]	Employee Centrality	0.144	0.177	0.214	0.228	-0.093	0.136	0.050	0.162	0.195	-0.074	-0.153	-0.027	-0.181	0.569

TABLE 3: Results of Empirical Analyses on Overlap of Self Values and Perceived Organizational Values Moderated by Having Faced Conflicts during PMI process

VARIABLES	Org. Encouraging Involvement		Org. Ennabling Sharing		Org. Supporting Sharing		Org. Facilitating Innovation	
	Model 1	**Model 2**	**Model 3**	**Model 4**	**Model 5**	**Model 6**	**Model 7**	**Model 8**
Conflict Exposure	0.2503	0.3460	0.031	0.094	-0.239	-0.188	-0.488	1.679
	[0.464]	[0.628]	[0.181]	[0.518]	[-0.991]	[-0.741]	[-1.029]	[1.405]
Employee Involvement	2.5755**	3.1661***						
	[2.906]	[3.357]						
Employee Involvement x Conflict Exposure		**-3.2141****						
		[-2.860]						
Employee Sharing			0.890***	1.040***	0.885***	1.009***		
			[4.853]	[5.783]	[4.657]	[4.928]		
Employee Sharing x Conflict Exposure				**-1.000***		**-0.822+**		
				[-2.113]		**[-1.834]**		
Employee Innovation							4.441***	5.457***
							[3.933]	[4.575]
Employee Innovation x Conflict Exposure								**-2.5907***
								[-2.052]
Employee Job Level 2	-0.2641	-0.0671	0.266	0.234	0.413	0.386	-0.6935	-0.7422
	[-0.465]	[-0.123]	[0.917]	[0.802]	[1.394]	[1.302]	[-1.068]	[-1.094]
Employee Job Level 3	2.9593***	3.1035***	0.123	0.119	0.345	0.342	0.0930	-0.0552
	[3.495]	[3.509]	[0.136]	[0.131]	[0.421]	[0.414]	[0.064]	[-0.035]
Employee Job Level 4	0.0991	0.1385	-0.031	0.024	-0.333	-0.288	-1.7737*	-1.7018+
	[0.195]	[0.272]	[-0.120]	[0.092]	[-0.989]	[-0.853]	[-2.192]	[-1.935]
Employee Job Level 5	2.3283*	2.5080*	0.979*	0.958*	0.029	0.012	1.0264	0.8752
	[2.341]	[2.487]	[2.175]	[2.120]	[0.038]	[0.016]	[1.187]	[0.973]
Employee Job Level 6	0.3541	0.2244	0.637+	0.666+	1.211**	1.234**	0.7862	0.7111
	[0.351]	[0.196]	[1.856]	[1.929]	[2.825]	[2.881]	[0.937]	[0.831]
Employee Gender	0.8861+	0.8106	0.276	0.291	0.289	0.302	0.9445*	0.8674+
	[1.742]	[1.599]	[1.421]	[1.487]	[1.249]	[1.291]	[1.986]	[1.822]
Employee Original Firm 2	-1.3805*	-1.3874*	-0.388	-0.341	-0.067	-0.028	-0.6323	-0.6485
	[-2.443]	[-2.408]	[-1.359]	[-1.225]	[-0.183]	[-0.076]	[-1.095]	[-1.127]
Employee Original Firm 3	-0.1658	0.0411	0.135	0.111	0.629*	0.609*	1.3734	1.6818+
	[-0.259]	[0.065]	[0.471]	[0.391]	[2.053]	[1.992]	[1.632]	[1.933]
Employee Original Firm 4	-0.0393	0.0303	0.194	0.181	0.524+	0.513+	0.2586	0.3166
	[-0.075]	[0.057]	[0.705]	[0.658]	[1.861]	[1.834]	[0.331]	[0.384]
LMX Quality	0.5263+	0.4863+	0.227*	0.207*	0.292**	0.275**	0.3457	0.3348
	[1.931]	[1.856]	[2.457]	[2.271]	[2.868]	[2.713]	[1.509]	[1.453]
Supervisor-Employee Social Relationship	0.3249	0.3436	0.117	0.136	0.323	0.338	0.4053	0.2986
	[0.736]	[0.775]	[0.651]	[0.753]	[1.585]	[1.643]	[0.823]	[0.573]

Employee Degree	-0.1304*	-0.1204+	-0.015	-0.008	-0.004	0.002	-0.0139	0.0115
	[-1.964]	[-1.821]	[-0.625]	[-0.343]	[-0.123]	[0.050]	[-0.196]	[0.151]
Employee Centrality	0.0005*	0.0005*	0.0002*	0.0002*	0.0003**	0.0003**	0.0006*	0.0006*
	[2.083]	[2.041]	[2.507]	[2.421]	[2.800]	[2.789]	[2.477]	[2.275]
Constant cut1	-1.7420	-1.8089					-0.7370	0.1492
	[-0.761]	[-0.796]					[-0.367]	[0.077]
Constant cut2	-0.2600	-0.3318					0.0342	1.0039
	[-0.140]	[-0.182]					[0.019]	[0.551]
Constant cut3	1.4944	1.4167					3.964*	4.927**
	[0.838]	[0.809]					[2.440]	[2.735]
Constant cut4	2.9423	2.8605					6.173***	7.188***
	[1.644]	[1.631]					[3.677]	[3.943]
Constant cut5	6.5739***	6.6536***					10.166***	11.292***
	[3.343]	[3.391]					[5.765]	[5.852]
Constant			3.714***	3.747***	2.656**	2.683**		
			[4.883]	[4.946]	[3.260]	[3.308]		
Observations	106	106	106	106	106	106	106	106
Number of Variables	15	16	15	16	15	16	15	16
Log-likelihood	-120.2	-118.9	-110.6	-109.1	-129.6	-128.9	-95.50	-93.64
Wald Chi	40.02	42.61					63.86	72.12
P>Chi	0.000451	0.000319					5.41e-08	4.23e-09
R-squared			0.365	0.382	0.380	0.388		

Robust z(or t)-statistics in brackets

*** p<0.001, ** p<0.01, * p<0.05, + p<0.1