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He is (not) one of Us: The Effect of Leaders' National Background on
Leader Prototypicality, Sense of Continuity of Identity and Post-
Merger Identification.

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EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Abstract

Despite the rise of internationalization of M&A's, little research regarding the effects of leader's nationality on employee reactions to M&A announcements has been done. Utilizing concepts from Social Identity Approach (SIA), two experimental studies examined whether a leader's national background affected employee's ratings of the leader's group prototypicality and whether leader group prototypicality and perceived sense of continuity sequentially mediated leader national backgrounds influence on Post-Merger Identification (PMI). Furthermore, the perceived stereotypical attributions of the leader were assessed. In the first study, a German (N= 104) sample, was exposed to an M&A announcement describing the arrival of a new leader of either the same nationality (German) as the participants or of a different nationality (Portuguese). The second study used a Portuguese sample (N=154) to assess the possible influence of the power status of nation of origin. The participants were either exposed to a leader of the same national background (Portuguese) or a leader with a different national background from a country of origin with higher status (Germany). The results did not support the hypotheses, and no significant influences of leader national background on measures of leader group prototypicality, PMI or stereotype dimensions were found. Still, the results replicate previous findings when not considering leader background. The studies indicate that the leader's nationality does not affect employee reactions to the M&A announcement, practical implications regarding the hiring of foreign leaders and measures to increase perceived leader prototypicality will be discussed.

Keywords: leader prototypicality, sense of continuity, social identity approach, leader national background, M&A Announcement

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Glossary of Acronyms

- M&A Merger and Aquisition
- SIA Social Identity Approach
- PMI Post-merger Organizational Identification

INTRODUCTION

„In our view, the role of leadership in corporate mergers is one of the most exciting new developments in research applying the SIA., (Giessner, Ullrich, & van Dick, 2011, p.340)

Mergers and Acquisitions (M&A) have been on the rise over the past decades, peaking in the late '90s and early two-thousands, the so-called merger-boom era (Cools, Kengelbach, Roos, & Gell, 2007). Already at that point, researchers criticized the neglect of attention given to human factors and the role of the leader in M&A acquisitions and their outcomes in particular (e.g. Sitkin & Pablo, 2005; Stahl & Javidan, 2009). Thus, Sitkin and Pablo (2005) mentioned that „it would only be a slight exaggeration to suggest that the role of leadership in M&A success and failure has been ignored by scholars and practitioners alike.“ (p.209). In the years following the merger-boom era, more attention seemed to be paid to human factors and the neglect of leadership that Sitkin and Pablo (2005) criticized. Thus, researchers focused on the influence of leaders on human factor related M&A outcomes (e.g. Joyce-Covin, Kolenko, Sighler, & Tudor, 1997; Zhang et al., 2015) and especially their influence on promoting organizational change (e.g. Moran & Brightman, 2000; Nadler & Tushman, 1990). Nevertheless, a review of the type and methods of M&A leadership studies by Junni and Sarala (2014) found that although the number of studies increased drastically in the past decade, the overwhelming majority of studies were concerned with leader behavior, while very few addressed the traits of the leader (Junni & Sarala, 2014). Furthermore, even though most studies involved cross-border M&A's, which describes two or more companies with headquarters in different countries (Stahl & Javidan, 2009), none of the studies assessed the potential influence of the leaders' nationality on employee reactions. This research aims to reduce this gap by examining the influence of leader national background on important identity-related antecedents of merger support.

The potential role of leadership traits and identity related measure is based on the fact that M&A's often involve the appointment of "outsiders" (Gomes, Angwin, Weber, & Tarba, 2013, p.23), in the sense that one or more of the appointed managers were not part of the pre-merger organization (Gomes et al., 2013). In times of increasing globalization, M&A's across borders and international talent acquisitions, these outsiders often have a different national background than that of the local employees (Ahammad, Tarba, Liu, & Glaister, 2016; Djarrahzadeh, 1993). This difference in national background could pose a challenge,

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especially in an M&A setting, as they require the integration of both organizational and national cultures (Chakrabarti, Gupta-Mukherjee, & Jayaraman, 2009; Weber, Reichel, & Tarba, 2006). Failure rates of acquisitions involving international partners tended to be higher than those of their domestic counterparts (Aguilera & Dencker, 2004; Capron, 1999).

Assessing relevant factors of leadership success in M&A's is especially important given the detrimental outcome of merger failures. The overall failure rate of M&A's have remained high over the past decade (Roßteutscher, Gunkel, Schlagel, & Wolff, 2011; Shimizu, Hitt, Vaidyanath, & Pisano, 2004), which not only results in financial loss (Deng, 2010) but also in negative outcomes for the employees (Walsh, 1998; van Dijk & van Dick, 2009; Weber et al., 2006). These include factors detrimental for the company's success such as increased voluntary turnover (Walsh, 1988), decreased productivity (Burlew, Pederson, & Bradley, 1994), employee resistance (van Dijk & van Dick, 2009) and low cooperation and with the merger (Weber et al., 2006). Further, M&A seem to affect employee wellbeing. Thus M&A's have been linked to negative affect (Buono & Bowditch, 2003), fear and uncertainty among employees (Marmenout, 2010) and increased risk of generalized anxiety disorder (Wang, Patten, Currie, Sareen, & Schmitz, 2012). Weber et al. (2006) note that these human resource factors have the potential to create costs that can offset the value expected from a merger. While leaders can have a large influence on employees reaction to M&A's and consequently M&A success (Junni & Sarala, 2014), Pittinsky (2009) notes that leaders influence and success in promoting an M&A largely depend on the existence of a "shared sense of us" (p.40) between leader and followers. A leader with a different national background than the group might find it more difficult to evoke this shared sense of identity. Thus, Antonakis and Day (2018) note that even when demographics are not the core characteristic of a groups identity construal, leaders that deviate on demographic traits might be confronted with the initial evaluation of being different and unlikely to embody the groups' core values.

While researchers' focus on the interaction of national cultures in M&A has increased (Stahl & Javidan, 2009), the majority of cross-border M&A studies have addressed the integration phase, in which the first contact of members from both companies usually occurs (Davenport & Barrow, 2009; Cartwright, 2012). Researchers paid less attention to the influence of the first announcement of M&A's on human factors (Appelbaum, Gandell, Shapiro, Belisle, & Hoeven, 2000), which is the phase in which a merger and often the leadership is announced. Thus, the initial evaluation of the leader likely occurs at this point in time. This phase of the M&A's process has mainly been of interest to scholars concerned with

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the impact of such news on financial market and company's stock value (Cording, Christmann, & Weigelt, 2010). However, researchers have acknowledged the importance of this phase, thus Lowengart and Zaidman (2003) noted that it is particularly important to understand the possible influence of stereotypes connected to nationality and their influences on tendencies to interact with outgroup members "before direct contact occurs" (p.76). In connection to addressing the influence of leader of leader national background on important identity-related antecedents of merger support, the present research aims at testing this connection in an announcement phase setting. The aim is to address the gap in the literature regarding this phase of M&As.

We base the assumption of an influence of a leader's national background on concepts derived from the Social Identity Approach in Organizations (SIA; Ashforth & Mael, 1989; Reicher, Spears, & Haslam, 2010; Tajfel & Turner, 1986). Researchers have applied the SIA in both organizational and M&A settings (Ullrich & van Dick, 2007) and as the opening quote suggests, researchers are enthusiastic about the application of this approach to leadership in M&A (Giessner et al., 2011). The SIA is based on both Social Identity Theory (Tajfel & Turner, 1986) and Self-categorization Theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987) and proposes that people perceive themselves and others as part of groups/organizations. Thus, they categorize themselves and others based on group membership, and their self-identity is related to these categories (Reicher et al., 2010). An M&A has the potential to affect members' feelings of identity, as their group changes by being merged with another organization (Giessner, Ullrich, & van Dick., 2012). This change of the group might lead to a decreased identification with the organization/group after the merger (Giessner et al., 2012; van Knippenberg, van Knippenberg, Monden, & Lima, 2002). Such a decrease in post-merger Organizational Identification (PMI) should be avoided, as researchers have found high PMI to be an important factor for employees support of a merger (van Dick, Ullrich, & Tissington, 2006). Whether this decrease in PMI happens seems to be partly dependent on a sense of continuity of identity, which describes to what degree employees feel that they are still working for the same company after the merger (Rousseau, 1998; van Knippenberg et al., 2002; Giessner et al. 2012). According to Rousseau (1998) employees thus can accept and support change if a sense of continuity of identity is given, and empirical research has corroborated this assumption (van Knippenberg et al., 2002).

The Social Identity Approach to leadership (Hogg, 2001) proposes that the extent to which leaders can act as agents of change and continuity depends on leadership prototypicality (Hogg, 2001; van Knippenberg, 2011). Leadership prototypicality describes

the extent to which the leader is prototypical of the group characteristics and norms (Hogg, 2001). If a certain group membership, such as national or organizational group membership is salient, members are susceptible to signs of prototypicality and deviant group members (Hogg, 2001). Based on these concepts we may assume that employees could evaluate leaders with another national background as being less prototypical and expect less continuity of identity after the M&A, which might affect their evaluations of the leader and PMI. The present research aims to examine these factors and is structured in four parts. Following this introduction, in the first chapter more detail is given in terms of the state-of-the-art leading to the hypotheses' formulation. The second chapter is an empirical section reporting the test of the hypotheses. Finally, the third chapter provides a general discussion of the findings and their relation to previous research and offers important avenues for future research and practice.

CHAPTER I: THEORETICAL OVERVIEW AND HYPOTHESES

1.1 M&A Announcements

Jasimuddin (2012) defines mergers as the „consolidation of two previously separate companies into a single firm“ and acquisitions as “the purchase of one company by another” (p.456). Cartwright (2012) notes that real mergers with truly equal partners are rare and refers to data by UNCTAD (2000), which shows that less than three percent of cross-border deals could be considered real mergers. Given that the current studies are concerned with employee reactions which are affected similarly by both acquisitions and mergers (Cartwright & Cooper, 1993; Seo & Hill, 2005), we will use the two terms interchangeably.

For the current study, we define the announcement phase as the time of and immediately after the official announcement informing the employees and in some cases the public of the upcoming merger. Guides for practitioners concerned with the human factor aspect of M&As offer limited guidance regarding the announcement (Davenport & Barrow, 2009). Often the only advice given is to frame the announcement in an optimistic manner to compensate for the lack of information available at this point in time (Davenport & Barrow, 2009). The body of research available, points to the fact that the announcement phase is important with regards to the outcomes of M&A's and employee attitudes (Buono & Bowditch, 2003; Cartwright, 2012; Sinetar, 1981). The time initially after the announcement is characterized by several processes and emotions. Employees' levels of stress and anxiety reach their maximum after the official announcement (Buono & Bowditch, 2003; Cartwright, 2012). Burlew and colleagues (1994) further describe employees' affective reaction to the

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announcement as involving feelings of rejection, hurt, anger and disappointment and Sinetar (1981) found employees to react with grief and shock. Employees are concerned about the deal's impact on their jobs, social contacts and career opportunities (Daniel & Metcalf, 2001; Marks & Mirvis, 2003). This rumination and preoccupation in turn negatively affect productivity (Burlew et al., 1994). Studies by Marmenout (2010; 2011) illustrate the importance of the first impressions made after the announcement, in his studies discussion and gossiping among colleagues and peers following the announcement tended to reinforce and intensify these impressions. Additionally, employees' sense of identity is affected (Daniel & Metcalf, 2001; Giessner et al., 2012; Schweiger, Ivancevich, & Power, 1987) and some employees experience feelings of loss of identity resulting in resistant behaviors (Cartwright, 2012). Research further suggests that employees engage in different behaviors in order to deal with the perceived loss of identity and uncertainty about the future. Employees seek out information and clues about the effect of the upcoming merger on their situation (Stahl & Sitkin, 2010). At this stage of the process, little validated information about the specifics of implementation is known.

Empirical evidence implies that the combination of high need for information by the employees and little validated information available favors the perceived importance of rumors and unreliable information (Stahl & Sitkin, 2010). Furthermore, these conditions seem to prompt employees to selectively seek out and reinterpret available information that they deem relevant to their situation (Schweiger & Walsh, 1990; Stahl & Sitkin, 2010). Marks and Mirvis (2003) further found that following the M&A announcement, employees pay more attention to negative changes than potential gains. The circumstances of the announcement phase give reasons to believe that, if an effect of leader national background exists, it should be especially pronounced in this phase. Thus, Katz (1995) stated that overall the impact of bias and stereotypes on international business was likely overestimated, thus people could make unbiased assessments if given extensive information, but that in situations where information was scarce, people resorted to stereotype and bias-based judgements (Katz, 1995). Similarly, research on leadership success suggests that a magnitude of factors such as leadership style (Zhang et al., 2015), leader fairness (Tyler & De Cremer, 2005), leader-member exchange and communication (Bhal, Bhaskar, & Ratnam, 2009) can have an influence on employee reactions. While leader traits might be of lesser importance in later phases of the M&A process due to the variety of other influences, information about these influences is rarely accessible in the announcement phase.

The combination of increased need for information and the simultaneous scarcity of it, allows for the expectation that employees pay increased attention to the cues about traits such as the national background. In line with this assumption, research on other demographic traits such as gender and race suggest that participants indeed use the traits of the sender and associated biased beliefs as a source of information, especially when other information is scarce (Lee & James, 2007; McDermott, 1998). McDermott (1998) showed that voters compensated for a lack of information by relying on simple shortcuts based on a candidate's gender and race. On a similar note, Lee and James (2007) found that messages from female CEO's were evaluated more negatively than those of their male counterparts.

In summary, research suggests that the announcement phase can evoke negative reactions in employees and shape their perceptions and attitude towards the M&A (Cartwright, 2012; Daniel & Metcalf, 2001; Marks & Mirvis, 2003), making it an important phase regarding M&A outcomes. Furthermore, individuals seem to be especially prone to pay attention to biases and stereotypes when information is scarce (Lee & James, 2007; McDermott 1998), as this is the case in the M&A announcement phase, the biased beliefs related to the traits of the sender should be especially pronounced in this phase.

1.2 Social Identity Approach (SIA) & Post-merger Organizational Identity (PMI)

According to the SIA, an individual's social identity and self-concept are connected to their group memberships. Thus, the groups people belong to are a source of pride and self-esteem, people tend to have positive perceptions about their in-group (Ashforth & Mael, 1989; Tajfel & Turner, 1986) and tend to act in their groups best interest (Hogg, 2001). When applied to an organizational setting, SIA proposes that feelings of group membership can be evoked by belonging to an organization or subgroup within the organization (Ashforth & Mael, 1986; Hogg & Terry, 2001). According to Patchen (1970), this organizational identification has three components, namely (1) feelings of solidarity with the organization, (2) attitudinal and behavioral support for the organization, and (3) perception of shared characteristics with other organizational members.

An M&A requires some extent of identity change from the employees, thus the members change from being part of their pre-merger organization to being members of the post-merger organization (Giessner et al., 2012). Given the importance of employee support for merger success (Schuler & Jackson, 2001), the components related to high organizational identification (Patchen, 1970) seem to be especially important in an M&A setting. The feelings of solidarity, attitudinal and behavioral support connected to organizational identification (Patchen, 1970) as well as the fact that identification with the ingroup prompts

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a group member to act in the groups best interest (Hogg, 2001; van Knippenberg, 2011), allow for the prediction that employees are more supportive of an M&A, if identification with the newly formed post-merger organization is high. Empirical research supports this notion, thus a number of benefits related to PMI have been found (Hogg & Terry, 2001; Ford & Hodgkinson, 2005). PMI has been linked to factors of importance to M&A success such as: decreased turnover intention (Sung et al., 2017), increased job satisfaction (Amiot, Terry, Jimmieson, & Callan, 2006; Colman & Lunnan, 2011) and positive attitudes and behavior towards the merger (Kroon, Noorderhaven, & Leufkens, 2009).

Given the benefits, strong PMI seems to be an important factor for merger success and thus leaders should aim at increasing members levels of PMI. Unfortunately, M&A's have been related to relatively low levels of PMI (van Knippenberg et al., 2002). On the bright side, low levels of PMI as a result of organizational change and M&A's do not seem to be inevitable but rather depend on the perceived sense of continuity of identity (Giessner et al., 2012; van Knippenberg et al., 2002; Rousseau, 1998; Ullrich, Wieseke, & van Dick, 2005). Sense of continuity of identity during a M&A is related to the extent to which employees' feel that, despite the transition, they still essentially work for the same organization as they did prior to the merger, thus they have a sense continuation of their pre-merger organization identity (Rousseau, 1998; van Knippenberg & van Leeuwen, 2001). A weak sense of continuity of identity is a result of employees feeling that the other merger partners' identity is more strongly represented in the post-merger organizations identity (van Knippenberg & van Leeuwen, 2001). Researchers have found that if the perceived sense of continuity of identity related to an M&A is high, employees have stronger levels of PMI (Cooper & Finkelstein, 2011; van Knippenberg et al., 2002; van Knippenberg & van Leeuwen, 2001). With regards to leadership, Giessner and colleagues (2012) interpreted the previous findings by suggesting that "effective leadership in terms of accomplishing high post-merger identification within the workforce implies the creation of a strong sense of continuity of identity for all involved employees." (Giessner et al. 2012, p.18). Previous research by Venus (2013) implies that this is also of importance for the announcement phase, thus employees were more likely be in support of a merger when the leader conveyed identity continuity when communicating a merger. Based on the previous findings it can be concluded that special attention should be paid on a leaders ability to evoke a sense of continuity of identity to evoke support for the M&A.

1.3 Leader Prototypicality and National Background

A concept that has been related to a leader's ability to evoke a sense of continuity of identity is leader group prototypicality. Leader prototypicality describes the degree to which the leader represents the groups' shared identity, norms and characteristics (Hogg, 2001; van Knippenberg, 2011). Prototypicality is based on the SIA, postulating that when a group is salient, members are sensitive to how prototypical group members are and more prototypical members have more influence than less prototypical group members (Hogg, 2001).

The concept is relevant to M&A research, as a prototypical leader might be more likely to evoke positive reactions to organizational change (Giessner et al., 2012). Prototypical leaders evoke trust in their followers and have been assumed to have the groups' best interest in mind (Ullrich, Christ, & van Dick, 2009). Furthermore, leader prototypicality was found to increase leader effectiveness (van Knippenberg, 2011). Interestingly, followers seem to grant prototypical leaders more leeway with regards to their actions. In a study by Platow and van Knippenberg (2001), the described leaders varied in their degree of group prototypicality and the degree to which they favored their own ingroup. Results showed that followers supported highly prototypical leaders whether they showed ingroup favoritism or not, less prototypical leaders, on the other hand, had to display ingroup favoritism to gain follower support. Further empirical research by Bobbio, van Knippenberg and van Knippenberg (2005), found that participants expected a more prototypical leader to ensure a continuation of pre-merger identity to post-merger identity, as a result, they were more willing to support the change. In the same vein, Giessner et al. (2012) noted that prototypical leaders are more successful in promoting organizational change and evoke a stronger sense of continuity identity which in turn is related to strong PMI.

In the current paper, the aim is to assess whether the perceived leader prototypicality is affected by leader traits, namely national background. In the present studies, the term national background entails both nationality and culture of the leader. While culture and nationality are not interchangeable, research indicates that nations can be used as a proxy for cultures, as members of a nation usually share culture-defining aspects such as history, language and sense of identity (Soares, Farhangmehr, & Shoham, 2007). Furthermore, studies have shown that between-country differences with regards to cultural measures do exist (Hofstede, 1983; House, Hanges, Javidan, Dorfman, & Gupta, 2004; Soares et al., 2004)

According to SIA, the traits which define both group categorization and group prototypicality are based on which characteristics are salient at a given point in time (Hogg, 2001; Olsen & Martins, 2009). There is empirical support for the notion that national

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background is used as defining characteristics for group categorizations in organizational settings (Banai & Reisel, 1999; Smithson, Sopena & Platow, 2015). Smithson and colleagues (2015) found that even when other factors such as language and education are the same, national background is a strong enough factor to perceive someone as different from other group members. In the same vein, Gibson and Rossgrubb (2005) found that in transnational teams, participants were prone to categorize members with a foreign nationality as outgroup members and evaluated them less positive than the ingroup (members of their own nationality). Furthermore, Banai and Reisel (1999) found evidence that foreign managers were likely categorized as outgroup and were rated as less trustworthy than their domestic counterparts. Based on all these earlier findings, it may be assumed that nationality as a trait can evoke an ingroup/outgroup categorization, and thus a person with a different national background could be perceived as less prototypical.

In addition to the outgroup categorization, national background in an organizational setting is related to cross-country cultural differences (House et al., 2004; Zaidmann, 2000). Researchers have mentioned the possibility that expectations regarding these differences could further influence leader prototypicality and especially the sense of continuity of identity (van Knippenberg & van Leeuwen, 2001; Giessner et al., 2012). One of the most notable studies addressing cultural differences in an organizational setting is the GLOBE project (House et al., 2004) which surveyed managers from over 60 cultures. The project found large differences between countries regarding the endorsement of cultural dimensions such as Power Distance, Collectivism and Performance Orientation. Research in the field of Organizational Psychology showed that people seem to have a perception of these cultural differences and form evaluations based on country of origin (Cartwright, Cooper & Jordan, 1995; Zaidmann, 2000). In a study on Israeli and Indian managers, Zaidmann (2000) found the use of stereotypes was prevalent and that the majority of participants used generalizations based on nationality. Additionally, these stereotypes seem to influence behavior and prevalence. Thus, in a study by Cartwright and colleagues (1995) Western-European managers indicated their preferred nationality for a merger, most managers preferred their own nationality over others.

Based on the previous evidence it may be assumed that if nationality is salient, people will categorize groups based on nationality and thus make nationality a defining characteristic for group member prototypicality. Furthermore, people seem to have an awareness of cultural differences which might shape their expectations to what degree a leader with a different cultural background will ensure the organization's continuation of identity.

1.4 National stereotypes

As mentioned, the SIA postulates that the mere categorization of another nationality as outgroup should lead to a leader being perceived as less prototypical, which in turn affects merger outcomes (Giessner et al., 2012). Nevertheless, the fact that there are specific stereotypical attributions connected to a given nationality should not be ignored.

Research on the influence of cultural differences often refers to the notion of cultural distance, postulating that, a larger cultural divergence between the countries of origins leads to more problems in cross-cultural contact (Stahl & Sitkin, 2010). The application of cultural distance in M&A settings has led to inconclusive results (for review see Dikova & Rao Sahib, 2013). While the national background determines the degree of cultural distance, the SIA suggests that the cultural background itself likely evokes positive or negative social evaluations of other nations (seen as a social group) and thus have effects that can be separated from cultural distance (Olsen & Martins, 2009).

These social evaluations can be measured in terms of stereotypical attributions (Fiske, Cuddy, Glick, & Xu, 2002). One of the most used measures with regards to stereotypical attributions is the Stereotype Content Model (Fiske et al., 2002), which categorizes stereotypical attributions by the perceived grade of a groups warmth and competence and proposes that these categorizations guide behavioral and emotional reactions towards the other group and its members (Cuddy, Fiske, & Glick, 2008). Research suggests that these categorizations can also be applied to nations, thus Cuddy and colleagues (2008) found that when asked to categorize other nations, there was a high agreement among other country nationals with regards to the placement on warmth and competence spectrums of the respective countries. This was found in different samples of a number of countries across continents (Cuddy et al. 2008). The present research involve reactions to German and Portuguese leaders by the same two countries nationals. In a study with samples from 10 EU countries revealed that Germany was one of two countries being rated as “hypercompetent and especially lacking in warmth” (Cuddy et al., 2008, p.84). Accordingly, Portugal was rated as belonging to the Low competence/high warmth cluster, although the self-ratings of the Portuguese sample revealed that they rated themselves significantly higher on warmth than other countries perceived them to be (Cuddy et al. 2008)

With regards to leadership and outcomes relevant to M&A, both warmth and competence have been shown to play a role. Thus, the perceived warmth of leaders has been shown to be positively related to PMI (Falvo, Capozza, Di Bernardo, & Manganelli, 2016). While leader competence was not linked to PMI (Falvo et al., 2016), it was found to be

positively related to employees support of change (Neves, 2011). A further stereotype measure that seems to be important for leaders in M&A's is trust, with relation to the stereotype content model, trustworthiness has been used as part of the warmth category (Guan, Deng, & Bond, 2010) and as Stahl (2012) noted, trust is an important aspect of a successful M&A.

1.5 Hypotheses

To sum up, the reviewed literature suggests that PMI is related to a number of positive human factor related outcomes, such as support and positive reactions to an M&A (e.g. van Dick et al., 2006). Further, leader prototypicality has been related to a stronger sense of PMI, explained by an expected sense of continuity of identity by the employees (Giessner et al. 2012). In situations where little information is available, like in the announcement phase, people tend to rely on stereotypical information (Lee & James, 2007; McDermott 1998; Stahl & Sitkin, 2010). Nationality evokes stereotypical attributions and people seem to have expectations regarding cultural differences that shape their preferences (Cartwright et al., 1995; Cuddy et al., 2008; Zaidman, 2000).

Based on these findings, it may be assumed that differences in nationality, stereotypical attributes, and awareness about differences in leadership across cultures could prompt employees to perceive a manager with a different national background as being less prototypical of their group and as being less likely to continue the pre-merger organizational identity to the post-merger organization, as a result employees should be likely to identify less with the post-merger organization. This results in the following hypotheses:

H1: Leader national background affects PMI. Employees exhibit less post-merger organizational Identification if the leader has a different national background, compared to a leader with the same background.

H2: Leader national background affects leader prototypicality. Employees rate leaders with a different national background as being less prototypical of their own group than leaders with the same national background as the group.

H3: Leader prototypicality and sense of continuity mediate the effect of leader national background on PMI in a sequential manner, with higher leader prototypicality leading to a higher sense of continuity and then higher PMI (Figure 1.1)

H4: The two leaders scores on stereotypical attributions differ, corroborating the patterns found in former research. Portuguese leaders are rated as being higher in warmth and lower in competence than their German counterpart.

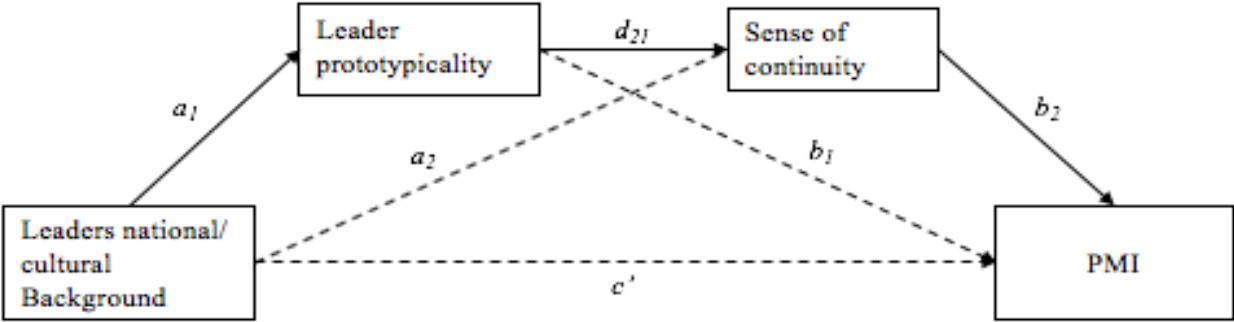


Figure 1.1 Conceptual model of H3

1.6 Exploratory Measure

Given the possible importance of specific stereotype dimensions for M&A outcomes, the current studies aim at taking the dimensions of stereotypical attributes into account as an exploratory measure. While former findings have shown clear evidence for the expectation reflected in H4 (Cuddy et al., 2008), the intent is to assess whether any of the dimensions have a connection to any of the remaining dependent factors in the model (Figure 1) and thus get an understanding of whether specifics of the ‘makeup’ of a countries stereotype can affect the applicability of the model in other country constellations.

CHAPTER II: EMPIRICAL PART

2.1 Research Design

Study 1 was conducted with a German sample and followed an experimental between subjects' design, with two conditions involving the manipulation of national background of the leader. Participants were exposed to one of two versions of the manipulation in the form of a hypothetical scenario announcing a merger and the simultaneous hiring of a leader of either German or Portuguese origin. Participants were thereby exposed to either the same leader national background (German) or different leader national background condition (Portuguese) (IV). Participants were randomly assigned to one of the two conditions.

2.2. Participants and Procedure

The participants in this study were German nationals. The sample was chosen partly based on convenience due to familiarity and partly because of the large quantity of cross-border M&A's with German participation in recent years (Imaa institute, 2019).

The participants' ($N=132$) average age was 28 ($SD=9.47$) with the minimum age being 19 and the maximum age being 72. With 21.5 percent of the respondents being male, there was an uneven gender distribution. The study consisted of an online survey created in an online survey platform (Qualtrics, Provo, UT), which was distributed via e-mail with snowball sampling. At the first page of the study, participants were informed that they are taking part in a scientific study and it was clarified that their responses were anonymous. They were then given the option to accept or decline to taking part in the study. Given that they accepted, they were asked to imagine themselves as an employee of a company called BOLT Inc. Afterwards, the merger announcement appeared. Subsequently, the participants were directed to the measurements, followed by questions about demographic factors, such as age, gender and nationality. Finally, participants were debriefed and given the option to comment on the study.

2.3 Merger scenario and manipulation of national background

Based on research by Giessner, Viki, Otten, Terry and Täuber (2006). Previous to being exposed to the announcement, participants were asked to imagine themselves as being part of a hypothetic organization called BOLT inc. The manipulation in the study involved the use of a hypothetical merger announcement in which the upcoming merger between the two companies, BOLT inc. and ACME inc. was announced. The announcement further informed the participants of the hiring of a new managing director, who did not previously belong to any of the merger partners. The content of the announcement was the same except for the name and country of origin of the new managing director which varied amongst the

conditions. The names chosen were *Herman Schneider* for the German director, and *João Gonçalves* for the Portuguese director, as these are considered consensually as stereotypical for the respective country of origin. Gender of the leader was kept constant (male).

2.4 Measures

The survey was composed in English (Appendix A), after which the survey was translated resulting in a German version (Appendix B). If not already available, German versions of all measures were created using Brislin's (1980) translation-back-translation procedure. All measures involving Likert scales have endpoints coded from "*strongly agree*" (1) to "*strongly disagree*" (7).

2.5 post-merger identification (PMI). To assess participants levels of anticipated post-merger identification, an adapted three-item measure from Giessner (2011) was used ($\alpha=.87$). Participants indicated the extent to which they anticipate to identify with the post-merger organization. The items are measured on a seven-point Likert scale, an example item is: "*I anticipate to feel strong ties with the new organization*".

2.6 Leader prototypicality. Leader prototypicality was measured using an adapted version of the six-item leader prototypicality measure ($\alpha=.88$), developed by Platow and van Knippenberg (2001), indicating to what extent the Director is seen as prototypical of the ingroup (in this case BOLT). An example item is: "Overall I would say that the Managing Director, Mr Schneider/ Gonçalves stands for what people who work at BOLT have in common", all items were measured on a seven-point Likert-scale.

2.7 Sense of Continuity. Sense of Continuity was measured using an adapted version of a measure from Giessner (2011), assessing to what degree participants expected the merged organization to be similar to the previous one. All three items ($\alpha=.83$) used a seven-point Likert scale, items included: "*I anticipate the new organisation to be very similar to the former organisation I worked for.*" and "*I anticipate that in the new organisation the identity of the former organisation will still be visible.*"

2.8 Stereotypical attribute measures. To assess stereotypical attributes, employees' perceptions of the leader on three stereotypical attributes related to the stereotype content model (Fiske et al., 2002), were measured using a seven-point Likert scale. Likeability has been shown to be a reliable measure of warmth (Leach, Ellemers, & Barreto, 2007; Willis & Todorov, 2006). While trustworthiness also is considered as belonging to the warmth spectrum (Fiske et al., 2002), it was added to explore the possibility of a unique connection of trustworthiness and other outcomes, as previous research had linked employees' perceptions of

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trust to positive merger outcomes (Stahl, 2012). The item used was “*Please, indicate how and to what extent the following attributes apply to Managing Director* “

2.9 Manipulation check. To be able to assess whether the manipulation was successful, participants were asked to recall the nationality of the director. The item used was: *What is the national origin of the managing director described in the announcement?*

2.10 Additional Measures. Additional variables were measured to use as potential control measures, these included questions regarding previous merger experience and employment status. Additionally, employees’ change commitment and perceived status of the organizations (BOLT & ACME) were assessed as potential additional factors, these measures were not used in the data analyses.

2.11 Results and Discussion

It was hypothesized that leader national background affects PMI, in the sense that employees would expect less PMI when exposed to a leader with a different national background than their own (H1). Further, it was expected that employees rate leaders with a different national background as being less prototypical of their own group than leaders with the same national background (H2) and that leader prototypicality and sense of continuity mediate the effect of leader national background on PMI in a sequential manner (H3). Additionally, a difference in scores of stereotypical attributions was expected (H4), thus it was expected that the German leader would score higher on competence, while the Portuguese leader would be perceived as more likeable and trustworthy. Twenty-eight participants failed the attention check and thus their answers were not included. A Chi-square goodness of fit test was used to assess the manipulation, results indicated that the participants were able to correctly recall the nationality of the leader described in the announcement, $\chi^2(2, N=104) = 89.142, p < .001$.

Contrary to the prediction, no significant difference between the groups on PMI ratings was found (H1). While, the group in the same leader national background condition ($M = 3.79, SD = 0.99$) scored slightly higher on measures of PMI than those in the different leader national background condition ($M = 3.58, SD = 1.07$), a between-subjects ANOVA indicated that these differences were not significant ($F(1,102) = 1.13, p = .29, \eta_p^2 = .01$).

An additional univariate between-subjects ANOVA was performed to assess the relationship between leader national background and leader prototypicality (H2). Contrary to the prediction, participants exposed to a German manager in the different leader background condition ($M = 3.72, SD = 0.85$) scored slightly lower than participants exposed to the Portuguese leader in the different leader background condition ($M = 3.79, SD = 0.83$), and

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results of the ANOVA indicated that the difference in ratings was not significant ($F(1,102) = 0.15, p = .70, \eta_p^2 = .00$).

In order to test whether prototypicality and sense of continuity would still mediate the relation between leader national background and PMI (H3), Model 6 by Hayes and Little (2018) was run using the SPSS Macro, PROCESS. Leader background was dummy-coded (same = 0, different = 1)¹. The Results of the analysis are summarized below (Table 2.1), and indicate that leader prototypicality predicted sense of continuity which in turn predicted PMI. In addition, 10000 bootstrap resamples for estimating indirect effects, together with bias-corrected accelerated 95% confidence intervals showed that none of the predicted indirect effects was significant (H3).

Table 2.1

Summary of sequential mediation, Study 1 (figure 1 for paths)

Antecedent	Consequent											
	Leader Prot.			Sense of Conti.			PMI					
	Coeff	SE	p		Coeff	SE	p		Coeff	SE	p	
Background	a_1	0.64	0.17	.70	a_2	-0.10	0.17	.56	c'	-0.17	0.18	.34
Leader Prot.	-	-	-	d_{21}	0.59	0.10	<.001	b_1	0.16	0.12	.20	
Sense of Cont.	-	-	-		-	-	-	b_2	0.39	0.11	<.001	
Constant		3.72	0.11	<.001		1.96	0.39	<.001		1.62	0.46	<.001
				01								
		$R^2 = .002$				$R^2 = .26$				$R^2 = .22$		
		$F(1,102) = 0.15, p = .70$				$F(2,101) = 17.54, p < .001$				$F(3,100) = 9.29, p < .001$		
Indirect effects				Coeff.		Boot SE		Lower level 95% Boot CI		Upper level 95% Boot CI		
		$a_1 b_1$.01		.04		-.03		.13		
		$a_1 d_{21} b_2$.01		.04		-.06		.11		
		$a_2 b_2$		-.04		.07		-.18		.09		

Note. Leader Prot. = Leader prototypicality, Sense of Cont. = Sense of continuity of identity, PMI = Post-merger organizational Identification.

As to exploring the relations between leader background and stereotypical dimensions (H4), the analyses revealed that there was no indication of significant differences for measures of stereotype dimensions between the two conditions. The German leader (same background) was rated as being less likeable ($M = 3.89, SD = 0.90$) and trustworthy ($M = 4.17, SD = 1.06$) than the Portuguese leader (different background) who was rated higher on trustworthiness ($M = 4.26, SD = 1.21$) and likeability ($M = 4.04, SD = 1.25$). On the dimension of competence, the German leader ($M = 4.98, SD = 1.31$) was rated slightly higher than his

¹ The same analysis was run controlling for employment status and merger experience, the general results were unaffected

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Portuguese counterpart ($M=4.54$, $SD=1.20$). Both leaders had the highest ratings on on competence. The results of an ANOVA comparing the differences indicated that the group differences in ratings of trustworthiness ($F(1,102) = 0.18$, $p= .68$, $\eta_p^2=.002$).) likeability ($F(1,102) = 0.51$, $p= .48$, $\eta_p^2=.01$) and competence ($F(1,102) = 3.20$, $p= .08$, $\eta_p^2=.03$).) were not significant.

An examination of the Pearson correlations of the dependent variables divided by groups (Table 2.2), revealed that the stereotype measure of competence showed little connection to the M&A related factors. One exception was the association between competence and leader prototypicality, which was significant only if the leader had a different national background. The stereotypical attributes of the warmth category (trustworthiness and likeability) overall had stronger connections to the M&A related outcomes, many of these connections were stronger in the group exposed to a leader with a different background.

Table 2.2

Measure	Leader Prot.	Sense of Cont.	PMI	Likeable	Trustworthy	Competent
Leader Prot.	—	.566**	.203	.416*	.334*	.012
Sense of Cont.	.433**	—	.374**	.291*	.241	.158
PMI	.454**	.567**	—	.236	.355**	.128
Likeable	.447**	.335*	.458**	—	.492**	.237
Trustworthy	.380**	.237	.424**	.318*	—	.546**
Competent	.383**	.213	.186	.382**	.464**	—

Above diagonal: same cultural/national background

Below diagonal: different cultural/national background

Correlation is significant at the 0.01 level (2-tailed).**

Correlation is significant at the 0.05 level (2-tailed).*

Correlations of six dependent variables, Study 1

Note. Leader Prot. =Leader prototypicality, Sense of Cont.=Sense of continuity of identity, PMI = Post-merger organizational Identification.

Overall, the results of Study 1 did not indicate an effect of national background on any of the relevant measures. One possible explanation could be found in the influence of status relation. According to research on SIA, the perceived group status of the ingroup and outgroup can have an influence on the ingroup's reactions and evaluations of outgroup members (e.g. Tropp & Wright, 2003). In Study 1, the different background condition involved a country with potential for status differentiation (Portugal).

The possibility of the influence of the country of origin status is drawn from research on expatriates (e.g. Bonache, Langinier, & Zárrega-Oberty, 2016; Olsen & Martins, 2009).

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Researchers have pointed to the fact that the managers' country of origin, the expats' host country, and the connected perceived status attributions could influence employee reactions to foreign leaders (Bonache et al., 2016; Olsen & Martins, 2009). Olsen & Martins (2009) define the country of origin status by their level of perceived prestige, while Bonache et al. (2016) categorize countries by their economic development and mention that with regards to stereotypical attributes, more economically developed countries are typically seen as high in competence and low in warmth.

With regards to the countries addressed in this research, several measures indicate a status difference between the leaders countries of origin (Germany and Portugal). According to data from the World Bank, Germany's gross national product (GDP) per capita was more than double that of Portugal (The World Bank, 2019). The described stereotypical attributions of Germany (high competence, low warmth) and Portugal (high warmth, low competence) found by Cuddy et al. (2008), are in line with Bonache and colleagues (2016) predictions. In summary, the data indicates that country nationals of Germany are more likely to be categorized as having high status/more prestige, in comparison to their counterparts from Portugal (low status/less prestige).

According to SIA, a high-status ingroup is more likely to react negatively to a lower-status outgroup (Forsyth, 2010). In the same vein, Bonache et al. (2016) note that managers from less developed countries are perceived less favorably than their counterparts from more developed countries. On the basis of these findings, the German participants could have reacted more negatively to the Portuguese manager due to his lower-status, which would be an important alternative explanation to address, for instance by replicating Study 1 with a reversed status situation. However, results did not support this assumption, given that no differences were found depending on leader national background.

Still, we decided to conduct a second study, in order to better understand the role of the leader background and to address whether the reactions to a leader with a comparably higher country of origin status are different. Bonache et al. (2016) propose that the low-status ingroup might fear that leaders from high status (low-warmth, high competence stereotype) countries might impose strict national procedures on the low-status national employees, emphasizing their differences from a high-status leader. Such reactions were documented by Jassawalla, Truglia and Garvey (2004), in a study on US American expats, who revealed that they had to deal with negative stereotypical attributions and reactions by employees and coworkers when employed in less developed regions in South America and Asia. The local employees claimed that the expats were greedy and wanted to take advantage of the country's

economy. Others voiced resentment against the US American manager since they were adamant against taking orders from an outsider and were sceptical about adopting strategies proposed by the US expat, rather wanting to keep doing things their usual way (Jassawalla et al., 2004). Anecdotal evidence indicates that this fear of implementation of strict procedures is likely to be evoked by German nationals. Thus, a guide for German expats (Scholl-Machl, 2016) advises them to avoid imposing strict measures such rigid time management and not expect the national employees to be too task-focused, giving examples of previous negative reactions of national employees.

This fear of implementation of new stricter procedures could especially constitute a threat to employees' perceived sense of continuity, as they might expect many things to change due to the new high-status leader. Thus, research regarding the sense of continuity of identity suggests that a less dominant part expects less continuation of their own group's identity, as they expect the more dominant part to take over (van Knippenberg & Leeuwen, 2001). Taking into account this constellation of status relations, Study 2 was conducted reversing the status relation: using a sample of Portuguese employees with a scenario of having a new director from the same background (Portuguese) or a different (and high-status) background (German).

2.12 Study Two

The second study was largely similar to the first study, except for the nationality of the sample, and the roles of the national backgrounds being reversed. More precisely, a Portuguese sample was used and thus the announcement of the Portuguese manager, defined the 'same leader national background' condition, while participants in the 'different leader national background' condition were exposed to an announcement of the German manager.

2.13 Participants

The sample consisted of Portuguese nationals. The participants (N=172) had a mean age of 37.21 ($SD=10.56$) with a minimum age of 19 and a maximum age of 64. The gender distribution was skewed with 65 % of the respondents being male. Participants were recruited via various social media platforms and e-mail.

2.14 Measures and Procedures

The measures and procedures used are identical to the ones used in the previous study. The scales reliability measures are summarized in Table 2.3. A Portuguese version of the survey (Appendix C) was constructed using the translation-back-translation procedure by Brislin's (1980).

Table 2.3

Reliability measures of scales, Study 2

Measures	Cronbach's Alphas (α)
PMI	.73
Leader Prot.	.93
Sense of Continuity	.81
Change Com.	.86

Note. PMI = Post-merger Identification, Leader Prot = Leader Prototypicality, Change Com.= Change Commitment

2.15 Results and Discussion Study 2

Eighteen of the participants failed the attention check and thus their answers were excluded. Seventy-one of participants did not complete all parts of the survey. Given the small number of participants overall, and the fact that filtering out participants that did not answer the main dependent measure did not change the significance and direction of the results, the incomplete answers were still included in the analysis. Differences in degrees of freedom across analyses are due to missing data. The results of a Chi-Square goodness of fit test to assess the manipulation was significant, and indicated that the participants were able to correctly recall the nationality of the leader in the announcement $\chi^2(2, N=84) = 32.9$, $p < .001$). Notably, the value was smaller than Study 1 indicating that the manipulation was less effective in Study 2.

Similarly to Study 1, the main effect of leader national background on PMI was not supported (H1). In contrast to results from Study 1, participants exposed to a leader with a different national background (German) scored slightly higher on PMI ($M = 4.81$, $SD = 1.22$), than the participants exposed to the leader with the same national background (Portuguese) ($M = 4.56$, $SD = 1.03$). A between-subjects univariate ANOVA indicated that these differences were non-significant ($F(1,99) = 1.28$, $p = .26$, $\eta_p^2 = .01$).

Contrary to the expectation (H2), no significant difference in scores of leader prototypicality between the experimental conditions was found. Participants in the same background condition ($M = 3.99$, $SD = 1.13$) scored the leader as being slightly less prototypical than participants in the different background condition ($M = 4.04$, $SD = 1.35$). A between-subjects univariate ANOVA was conducted indicating the differences between groups as being non-significant ($F(1,99) = 0.02$, $p = .89$, $\eta_p^2 = .00$).

In order to test whether prototypicality and sense of continuity would still mediate the relation between leader national background and PMI (H3), Model 6 by Hayes and Little

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(2018) was run using the SPSS Macro, PROCESS. Leader background was dummy-coded (same =0, different =1) ².

The Results (Table 2) again indicate no predictive value of leader background on leader prototypicality, sense of continuity or PMI. Similar, to the results in Study 1, leader prototypicality predicted sense of continuity, which in turn predicted PMI. The sequential relationship is less clear than the results of Study 1, as the predictive value of leader prototypicality on PMI is also significant at the $p < .005$ level. As in Study 1, 10000 bootstrap resamples for estimating indirect effects, together with bias-corrected accelerated 95% confidence intervals did not indicate any significant predicted indirect effects.

Table 2.4

Summary of sequential mediation, Study 2 (Figure 1 for paths)

Antecedent	Consequent											
	Leader Prot.			Sense of Conti.			PMI					
	Coeff	SE	<i>p</i>	Coeff	SE	<i>p</i>	Coeff.	SE	<i>p</i>			
Background	<i>a</i> ₁	0.04	0.26	.88	<i>a</i> ₂	-0.04	0.24	.87	<i>c'</i>	0.30	0.22	.18
Leader Prot.	-	-	-	<i>d</i> ₂	0.33	0.10	.001	<i>b</i> ₁	0.30	0.10	.003	
Sense of Cont.	-	-	-	-	-	-	-	<i>b</i> ₂	0.33	0.10	.001	
Constant	3.99	0.19	<.001	2.81	0.43	<.001	1.94	0.48	<.001			
	<i>R</i> ² =.0002			<i>R</i> ² =.12			<i>R</i> ² =.30					
	<i>F</i> (1,85)=0.15, <i>p</i> =.88			<i>F</i> (2,84)=5.48, <i>p</i> =.0058			<i>F</i> (3,83)=11.26, <i>p</i> <.001					
Indirect effects				Coeff.	Boot SE	Lower level 95% Boot CI	Upper level 95% Boot CI					
	<i>a</i> ₁ <i>b</i> ₁			.01	.09	-.13	.21					
	<i>a</i> ₁ <i>d</i> ₂₁ <i>b</i> ₂			.004	.03	-.05	.07					
	<i>a</i> ₂ <i>b</i> ₂			-.01	.08	-.17	.15					

Note. Leader Prot. =Leader prototypicality, Sense of Cont.=Sense of continuity of identity, PMI = Post-merger organizational Identification.

Aiming at exploring stereotypical perceptions, further analyses did not show any significant differences in measures of the stereotypical attributes for the same condition (Portuguese) and different condition (German) leader (H4). The Portuguese leader was rated slightly higher on perceived trustworthiness ($M=4.50$, $SD=1.81$) and likeability ($M=4.49$, $SD=1.93$), than the German counterpart in the different leader condition, who was rated as minimally less trustworthy ($M=4.40$, $SD=1.75$) and slightly less likeable ($M=3.95$, $SD=1.86$). On the dimension of competence, the German leaders ($M=5.36$, $SD=1.45$) mean rating was

² The same analysis was run controlling for employment situation and merger experience, the general results were unaffected

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almost identical to that of the Portuguese leader ($M=5.34$, $SD=1.55$). As in Study 1 both leaders scored higher on competence than on likeability and trustworthiness.

An ANOVA comparing the differences between the groups, showed that none of the ratings for trustworthiness ($F(1,83) = 0.07$, $p = .79$, $\eta_p^2 = .00$), likeability ($F(1,83) = 1.70$, $p = .20$, $\eta_p^2 = .02$) nor competence ($F(1,83) = .003$, $p = .96$, $\eta_p^2 = .00$) were significant.

To explore the results further, the Pearson r correlations of the dependent variables were computed. Table 4 shows the correlations for respectively the same leader national background and different leader national background group. Similarly to Study 1, associations between the stereotypical attributes and other dependent outcomes were more pronounced when the leader had a different cultural background. In comparison to the results from the first study, competence was related to all other dependent variables in the group exposed to a German leader (different), while none of these connections were found when the leader had the same background as the participants.

Table 2.5

Correlations of six dependent variables, Study2

Measure	Leader Prot.	Sense of Cont.	PMI	Likeable	Trustworthy	Competent
Leader Prot.	—	.289*	.386**	.266	.449**	.226
Sense of Cont.	.512**	—	.311*	.187	-.138	-.147
PMI	.475**	.580**	—	.209	.319*	.109
Likeable	.388*	.112	.160	—	.401**	.402**
Trustworthy	.392**	.406**	.347*	.611**	—	.701**
Competent	.312*	.383*	.367*	.279	.520**	—

Above the diagonal: same cultural/national background

Below the diagonal: different cultural/national background

Correlation is significant at the 0.01 level (2-tailed).**

Correlation is significant at the 0.05 level (2-tailed).*

Note. Leader Prot. =Leader prototypicality, Sense of Cont.=Sense of continuity of identity, PMI = Post-merger organizational Identification.

Based on the results regarding the connections of stereotypical attributes with leader prototypicality, sense of continuity and PMI, a clear pattern across both studies indicating the importance of a single stereotypical attribution was not found, thus no predictions about the applicability of the model in other country constellations can be made.

Furthermore, as the results do not support the hypotheses and the corresponding model (Figure 1.1) in either Study 1 or Study 2, no indication of influence of perceived status of country of origin was found.

CHAPTER III : DISCUSSION AND CONCLUSION

The aim of the present research was to examine the impact of leader national background on employee reactions to M&A announcements, specifically on post-merger identification (PMI) (H1). Moreover, the studies aimed at examining whether leader prototypicality was affected by leader national background (H2) and if the possible impact of leader national background on PMI was sequentially mediated by leader prototypicality and sense of continuity (H3). Furthermore, in line with previous findings by Cuddy et al. (2008) the leaders' background was expected to evoke different stereotypical attributions (H4).

The hypotheses were addressed in a series of two studies: in the first one, a German sample was introduced to announcements of a merger involving a new director either from a German (same) or Portuguese (different, lower-status) background. The results assessing the hypotheses indicated that neither of them were supported. The second study followed the model of the first study, this time using a Portuguese sample which again received announcements of an upcoming merger and the arrival of a Portuguese (same) or a German (different, higher-status) director. The second study was done to address the possible influence of status differences. Similar to the first study, the data did not support the hypotheses. In the upcoming part, the findings and their implications for researchers and practitioners will be discussed. Furthermore, the studies' limitations and suggestions for future research will be considered.

3.1 Findings

As the number of Cross-border M&A's increase, employees not only have to adapt to a newly merged organization but often also to new diverse management including a leader with another national background than their own. The present studies aimed at applying SIA concepts to this scenario. Thus, the leader's different national background could prompt employees to perceive foreign leaders as being dissimilar to members from the in-group and thus perceiving them as being less prototypical of the group. Leader prototypicality has been linked to several benefits for employee reactions to change management (Steffens, Haslam, Ryan, & Kessler, 2013; van Knippenberg, 2011) including a heightened sense of continuity (Bobbio et al., 2005). Thus, the assumption was that leaders with a dissimilar national background than the employees lead to lower ratings on PMI by affecting leader prototypicality and sense of continuity of identity.

In contrast to the expectation, the results indicated that leader national background did not influence leader prototypicality, thus participants in the sample did not perceive a foreign leader as less prototypical of the group than a national leader. Additionally, results regarding

stereotypical attributes showed that the participants did not rate the leaders as fundamentally different on these attributes. This is especially surprising considering previous findings that found large differences in the stereotypical attributions to Germans and Portuguese populations (Cuddy et al., 2008). A possible interpretation of the results could be that the participants did not perceive the two managers as being sufficiently different to affect measures of leader prototypicality. The measures used in the study merely assess if the participants remembered the leaders' nationality, not to what degree he was perceived as being different from their own group.

A possible explanation for the results is that in the present studies the participants might have based their evaluations on the fact that the new staff member was introduced as an experienced manager and focused less on his nationality. The high scores on competence of the leaders are in line with this notion. Thus, researchers have described competence as the most prevalent stereotypical attribute of leadership (Brown, Phills, Mercurio, Olah, & Veilleux, 2018). Further evidence for the possible influence of manager status can be found in expat literature, thus it was found that local employees often were more likely to support and include foreign nationals into their ingroup if they were superiors, while superordinate foreigners were not that likely to be included (Varma, Pichler, & Budhwar, 2011; Varma et al., 2016). With regards to the current studies, it could be possible that the foreign leaders superior status as the manager made him a desirable ingroup member and possible negative attributions due to national background were dismissed. As the current study design did not allow to examine this explanation, future research should explore this possibility by including a subordinate or same-level employee from another national background in the study or measure the reactions of same-level managers.

3.2 Limitations and Future Research

Like most studies, the present ones are not free from limitations. As the studies were performed using a German (Study 1) and Portuguese (Study 2) sample, the results cannot be generalized to other countries. Although the fact that similar results were achieved in both samples give support to the fact that the hypothesized relationship is not present, the possibility of different findings in other nationality constellations should be kept in mind. The possibility of achieving different results is especially important as strength and type of bias and stereotype vary and are influenced by several factors such as political relations and history (Schneider, 2004). Furthermore, the discussed possibility that the leaders in the present study were not perceived as fundamentally different enough to affect the perception of leader prototypicality, does allow for the possibility of an effect in a scenario in which

perceived differences are more pronounced. In this vein, a special consideration should be given to the influence of threat, thus researchers have pointed out that the perceived threat of an outgroup increases stereotyping, positive ingroup bias and focus on group prototypicality (Miller, Maner, & Becker, 2010; Schmitt & Branscombe, 2001; Stephan & Stephan, 2017). As no effect was found with the lower-status comparison group (Portuguese) in the German group (Study 1) a variation of comparison group using the same sample could be beneficial to assess the influence of perceived threat. A possible country constellation could be Germany and China. Chinese companies high interest in German (and other Western European) companies is widely met with suspicion and fear (Chazan, 2016), and discussions in the press warn about the possibility of a knowledge drain from Germany to China (Britzelmaier, Flum, & Gog, 2017). In order to properly address this possible influence of threat, measures of the perceived status of the country nationals and threat perceptions should be included.

A further limitation related to generalizability concerns the studies reflection of real life M&A situations. In the used scenario, the foreign manager was described as a new member arriving at the organization in an M&A situation, his outgroup status was thus defined by nationality. Similar situations can be found in reality, like in the Chinese-German merger of the automobile companies Ningbo Jifeng Auto Parts and Grammer ("Neuer Grammer-Chef", 2019), in which a German manager from another company took over after the management quit. Nevertheless, in many other cases of cross-border M&A's the new foreign leader used to belong to one of the merger partners or the acquiring firm, giving them a double outgroup status (other nationality, other company). This has been the case in some of the most prominent failed cross-border M&A's like the in the case of Bayer-Monsanto (Staake, 2019) and Daimler Chrysler mergers (Both German-US M&A's) (Neubauer, Steger, & Radler, 2000). As the current study solely aimed at addressing the influence of the leader's nationality, the scenario is justified for the purpose of the study, but it does not account for the possible interplay of the double-outgroup status typically found in real life cross-border M&As.

Another limitation of the studies is the use of a hypothetical M&A scenario. While this method is commonly used in M&A research (e.g. Stahl & Pablo, 2003; Thorbjørnsen & Dahlén, 2011) and the use of hypothetical scenarios has the benefit of minimizing the influences of extraneous variables, it might not be able to reflect the more intricate nature of communication and nature of perceptions and interactions in a real life environment (Zhang, 2010). With regards to the influence of M&A announcements, this relevance due to the described intensification of opinions as a result of gossiping and discussions among

colleagues (Marmenout, 2010; 2011). Future research should thus address the possible influence of nationality based stereotypes and bias in associated rumors on merger support in a more realistic setting, this could be done by conducting retrospective interviews of employees who were engaged in an M&A.

In spite of the limitations and the lack of support for the hypotheses, the studies can still be regarded as a valuable addition to existing research on the topic. The present research extends the literature concerning the application of SIA to leadership in mergers and acquisitions and addresses the relative disregard of the announcement phase in the research of the human aspects of cross-border M&As. The results indicate that nationality does not affect perceived leader prototypicality. Additionally, they indicate that following an M&A announcement, perceived leader prototypicality affects the sense of continuity of identity and employee's expected identification with the post-merger organization. In the following practical implications of the findings will be discussed.

3.3 Practical implications

With regards to practical implications, the studies have given some insight into the influence of foreign leaders in the M&A context. The results indicate that leaders of a different nationality might not be perceived as being less prototypical than their national counterparts and their announcement does not necessarily result in lower expectations of continuity of identity and ratings of PMI. These results indicate that when selecting leaders in an M&A setting, local leaders should not be preferred by default over foreign ones based on nationality alone. This is especially relevant since ethnocentricity has been described as a problem and barrier to cross-border M&A activity (Ford & Hodgkinson, 2005). Furthermore, research suggests that, if managed well, employing foreign leaders might be beneficial, as national diversity in the workplace has been connected to a multitude of beneficial outcomes (Mor-Barak, 2016).

In line with research by Giessner et al. (2012), results indicated that leader prototypicality and sense of continuity sequentially influenced PMI (although unaffected by leader national background). Practitioners are thus advised to phrase M&A's announcements in a way that increases the leaders perceived level of prototypicality for the in-group, as this might be more important than national background. This could be achieved by stressing attributes of the leader that are in accordance with the group's prototype. Furthermore, Steffens et al. (2013) found leader performance to increase perceived leader prototypicality, hence highlighting the leader's above average performance ratings and experience in the announcement could boost employees' perception of the leader's prototypicality. As Giessner

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and colleagues (2011) note, in an M&A situation, it can be hard for a leader to be prototypical for both groups involved. As mentioned in the introduction less prototypical leaders can gain support by behaving favourably towards the group (Platow & van Knippenberg, 2001). In an M&A situation, leaders that are prototypical for one of the merger partners should thus be advised to act favourably towards the other group, in order to gain support from all employees and create a shared social identity (Pittinsky, 2009)

Another factor practitioners should consider in relation to leader prototypicality is team composition, thus researchers suggest that demographics are more likely to play a role in leader prototypicality the more they are shared in the group (Antonakis & Day, 2018). While we did not find evidence for the influence of nationality on leader prototypicality, other demographics influence cannot be excluded. As Olsen and Martins (2009) mention, very salient characteristics such as gender and racial-ethnic background can make it especially hard for leaders to discard the outgroup label once they are categorized. In addition to the general benefits associated with a diverse staff (Mor-Barak, 2016), it seems that it can also prevent negative outcomes related to social categorization based on stereotypes. As an example, the low ratings of trust for foreign leaders in the formerly described study of Banai and Reisel (1999) were only evident in homogenous groups, not in their heterogeneous counterparts. Similarly, the negative evaluation of other nationals in teams was more likely to occur in teams with only two different nationalities (Gibson & Rossgrubb, 2005).

CONCLUSION

To conclude, our studies are an attempt to examine the influence of leader national background and associated stereotypical attributions on identity-related antecedents of merger support, namely leader prototypicality, sense of continuity of identity and PMI. Our results suggest that the leader's national background had no influence on the mentioned outcomes, leading to the recommendation not base leader staffing decision on nationality. For future research, an extension of the theorizing and testing of the results in different settings is recommended.

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APPENDICES

Appendix A: English Original Version of the Survey

Introduction and informed consent

Thank you for considering to participate!

The following study on Mergers and Acquisitions is part of my master thesis as ISCTE Lisbon University Institute.

In this study, you will be asked to imagine yourself in a hypothetical work-related scenario and fill out a short survey.

Your participation will be a valuable contribution to the extension of scientific knowledge.

All information you provide will remain confidential and will not be associated with your name. No risk or discomfort is expected to occur due to participation. Your participation in this study is completely voluntary and if for any reason during this study you do not feel comfortable, you may exit the study and any time and your information will be discarded.

Your participation in this study will require approximately 12 minutes.

To obtain further information about this study, please contact Clara Plückelmann at Clara_Pluckelmann@iscte-iul.pt

Would you like to participate in this study ?

Yes

No

Introduction to the scenario

You have been employed by the company BOLT PLC.

When you started working, you worked in the administrative department and now you have worked your way to an executive position. You have many friends at work including your

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

superior, subordinates and colleagues. Overall, you think that you have an interesting job, responsibility and fair pay.

Recently, there have been lots of rumours about a forthcoming merger, and today you received a letter.

Please, read the following letter carefully.

Announcement Scenario (German leader)

The name and country of origin are in bold to indicate the parts changed as part of the manipulation. The translated versions used for data collection do not include this format.



Upcoming merger with ACME inc.

We hereby inform you that Bolt inc. will merge with company Acme inc. The negotiations have led to a satisfactory outcome and legal transactions will take place in the following days. We further announce the recruitment of **Hermann Schneider** as Managing Director of the merged organization, effective July 1st, 2019. **Mr. Schneider** has worked within the field in a number of large scale companies in **Germany** and will introduce himself further at an upcoming meeting.

An informational meeting will be held next Thursday at 15.00 in room B18 where further information about the details of the merger will be announced.

Nevertheless, we can already anticipate that layoffs will be tried to be avoided, but may be necessary to reduce the number of people employed by the merged company if there is an overlap in responsibilities.

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Announcement Scenario (Portuguese leader)



Upcoming merger with ACME inc.

We hereby inform you that Bolt inc. will merge with company Acme inc. The negotiations have led to a satisfactory outcome and legal transactions will take place in the following days. We further announce the recruitment of **João Gonçalves** as Managing Director of the merged organization, effective July 1st, 2019. **Mr. Gonçalves** has worked within the field in a number of large scale companies in **Portugal** and will introduce himself further at an upcoming meeting.

An informational meeting will be held next Thursday at 15.00 in room B18 where further information about the details of the merger will be announced.

Nevertheless, we can already anticipate that layoffs will be tried to be avoided, but may be necessary to reduce the number of people employed by the merged company if there is an overlap in responsibilities.

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Post-merger Identification

Items:

Try to imagine that you are employed by BOLT. Please, indicate on the following scale how much you agree with the following sentences

- 1.I anticipate to identify myself with the new organization.
- 2.I anticipate to consider myself as belonging to the new organization.
- 3.I anticipate to feel strong ties with the new organization.

Response scale :

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
-------------------	-------	-------------------	-------------------------------	----------------------	----------	----------------------

Sense of Continuity

Items:

Please indicate to what extent you agree or disagree with the following statements concerning the merged company.

1. I anticipate that in the new organisation the identity of the former organisation will still be visible.
- 2.I anticipate the new organisation to be very similar to my former organisation I worked for.
3. I anticipate my new organisation to be very representative for my former organisation.

Response scale:

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
-------------------	-------	-------------------	-------------------------------	----------------------	----------	----------------------

Change Commitment

Items:

Please, indicate on the following scale how much you agree with the following sentences.

1. I intend to do whatever I can to help this change be successful.
2. I am fully supportive of this change.
3. I intend to try to convince others to support this change.
4. I intend to fully support my supervisor during this change.

Response scale:

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
-------------------	-------	-------------------	-------------------------------	----------------------	----------	----------------------

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Relative Ingroup Prototypicality

Includes attention check (Item 3).

Items:

Imagine that you are employed by BOLT. Please, indicate on the following scale how much you agree with the following sentences.

1. The group I consider to be more representative of the merged company is ACME.
2. ACME is typical, that is, is a good representation of the merged company.
3. Please, click the answer "Somewhat disagree"
4. For me, BOLT is typical, that is, is a good representation of the merged company.
5. The group I consider to be more representative of the merged company is BOLT.

Response scale:

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
-------------------	-------	-------------------	-------------------------------	----------------------	----------	----------------------

Leader Prototypicality

Items:

Overall I would say that the managing Director, Mr. Schneider/
Gonçalves..

1. represents what is characteristic about BOLT employees
2. is representative of BOLT employees
3. is a good example of the kind of people who work at BOLT
4. stands for what people who work at BOLT have in common
5. is not representative of the kind of people who work at BOLT
6. is very similar to most people at BOLT

Response Scale:

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
-------------------	-------	-------------------	-------------------------------	----------------------	----------	----------------------

Stereotypical attributes

Items:

Please, indicate how and to what extent the following attributes apply to Managing
Mr. Schneider/Gonçalves

1. Trustworthy
2. Sympatethic
3. Competent

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Response scale:

Does not apply (2) (3) (4) (5) (6) Does apply

Status of Merger Organizations (ACME & BOLT)

Item:

Below you find two arrows, each divided in 7 sections.

The higher the section of the arrow, the higher the status; the lower the section of the arrow, the lower the status.



Please, type a number (from 1 to 7) to indicate the section of the arrow that best indicates your opinion about the social status of ACME (on your left) and BOLT (on your right) before the merger

Response scale:

Status of ACME

Status of BOLT

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

National Background of the leader

Item and response scale:

What is the national origin of the managing director described in the announcement

- Germany
- Portugal
- Different

Employment Status

Item and response scale:

1. Are you currently employed?

- Yes (Including studentjobs and internships)
- Not yet (student)
- Not anymore (unemployed, retired)

Merger experience

Item and response scale:

1. Have you ever worked in an organization, which was involved in a orgnaizational change (Merger, Acquisition) ?

- Yes
- No

Demographics (gender, age, nationality)

Items and repsonse scales:

1. Please indicate your gender.

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

- Male
- Female
- Other

2. Please indicate your age (in years).

3. Please indicate your nationality

- Portuguese
- German
- Other. If so, which?

Aim of the study

Item and response scale:

What do you think was the aim of the study ?

Debriefing

This experiment is designed to examine the possible influence of national/cultural background of the manager announced in the merger on employees reaction and support for the said merger. The experiment utilized two subsamples (German and Portuguese) with two variations. In one version, the leaders' national/cultural background described in the merger announcement is the same, in the other version, it is different. We want to know if participants in the "same background" version would identify with the post-merger organization and commit to changes to a different extent compared to participants in the "different background" version. These findings will only be possible due to your participation. Thank you for participating!

If you are interested in the outcome of the study you can indicate your e-mail address below. For further questions or comments about the study or if the study made you feel uncomfortable in any way, please contact Clara Plückelmann at clara.pluckelmann@gmail.com.

Appendix B: German Version of the Survey

Introduction and informed consent

Vielen Dank für ihr Interesse an der Studie!

Die folgende Studie zu Fusionen und Übernahmen ist Teil meiner Masterarbeit am ISCTE Lisbon University Institute.

In dieser Studie werden Sie aufgefordert, sich in ein hypothetisches Arbeitsszenario hineinzusetzen und eine kurze Umfrage auszufüllen.

Ihre Teilnahme ist ein wertvoller Beitrag zur Erweiterung wissenschaftlicher Erkenntnisse.

Alle Angaben sind vertraulich und werden nicht mit Ihrem Namen in Verbindung gebracht. Es ist nicht zu erwarten, dass aufgrund der Teilnahme Unbehagen oder Unannehmlichkeiten auftreten. Ihre Teilnahme an dieser Studie ist völlig freiwillig.

Wenn Sie sich aus irgendeinem Grund während der Studie nicht wohl fühlen, können Sie die Studie jederzeit beenden und Ihre bis dahin angegebenen Informationen werden verworfen. Das Ausfüllen des Fragebogens dauert ungefähr 12 Minuten.

Sollten sie Fragen haben oder weitere Informationen zu dieser Studie benötigen, wenden sie sich an Clara Plückelmann unter Clara_Pluckelmann@iscte-iul.pt

Möchten sie an der Studie teilnehmen ?

Ja

Nein

Introduction to the scenario

Sie sind bei der Firma BOLT GmbH beschäftigt.

Als Sie anfangen zu arbeiten, haben Sie in der Verwaltungsabteilung gearbeitet, und haben sich mittlerweile in eine Führungsposition hochgearbeitet. Sie haben viele Freunde am Arbeitsplatz, einschließlich Ihrer Vorgesetzten, Untergebenen und Kollegen. Insgesamt denken Sie, dass Sie einen interessanten Job, Verantwortung und eine angemessene Bezahlung haben. In letzter Zeit gab es viele Gerüchte über eine bevorstehende Fusion, und heute haben Sie einen Brief erhalten ...

Bitte lesen sie den folgenden Brief sorgfältig durch

Announcement Scenario (Same Background)



Anstehende Fusion mit ACME GmbH

Wir informieren Sie hiermit über die bevorstehende Fusion von BOLT GmbH mit der Firma ACME GmbH. Die Verhandlungen haben zu einem zufriedenstellenden Ergebnis geführt, und der Geschäftsabschluss wird in den folgenden Tagen stattfinden. Des Weiteren geben wir bekannt, dass Hermann Schneider mit Wirkung zum 1. Juli 2019 die Rolle des Geschäftsführer der fusionierten Organisation antreten wird. Herr Schneider war in verschiedenen Großunternehmen in Deutschland tätig und wird sich bei einem anstehenden Treffen weiter vorstellen.

Ein Informationstreffen wird am kommenden Donnerstag um 15.00 Uhr in Raum B18 stattfinden, wo weitere Informationen zu den Einzelheiten der Fusion bekannt gegeben werden.

Zum jetzigen Zeitpunkt gehen wir davon aus das Entlassungen soweit wie möglich vermieden werden. Es kann jedoch notwendig sein, die Anzahl der Beschäftigten des zusammengeschlossenen Unternehmens zu reduzieren, wenn sich die Verantwortlichkeiten überschneiden.

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Announcement Scenario (Different national background of the leader)



Anstehende Fusion mit ACME GmbH

Wir informieren Sie hiermit über die bevorstehende Fusion von BOLT GmbH mit der Firma ACME GmbH. Die Verhandlungen haben zu einem zufriedenstellenden Ergebnis geführt, und der Geschäftsabschluss wird in den folgenden Tagen stattfinden. Des Weiteren geben wir bekannt, dass João Gonçalves mit Wirkung zum 1. Juli 2019 die Rolle des Geschäftsführer der fusionierten Organisation antreten wird. Herr Gonçalves war in verschiedenen Großunternehmen in Portugal tätig und wird sich bei einem anstehenden Treffen weiter vorstellen.

Ein Informationstreffen wird am kommenden Donnerstag um 15.00 Uhr in Raum B18 stattfinden, wo weitere Informationen zu den Einzelheiten der Fusion bekannt gegeben werden.

Zum jetzigen Zeitpunkt gehen wir davon aus das Entlassungen soweit wie möglich vermieden werden. Es kann jedoch notwendig sein, die Anzahl der Beschäftigten des zusammengeschlossenen Unternehmens zu reduzieren, wenn sich die Verantwortlichkeiten überschneiden.

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Post Merger Identification (PMI)

Items:

Stellen Sie sich vor, Sie sind bei BOLT angestellt. Bitte geben Sie auf der folgenden Skala an, wie sehr Sie den nachfolgenden Aussagen zustimmen.

1. Ich identifiziere mich mit dem fusionierten Unternehmen.
2. Ich gehe davon aus, dass ich mich dem neuen Unternehmen zugehörig fühle.
3. Ich gehe davon aus dass ich mich mit dem neuen Unternehmen eng verbunden fühle.

Response scale:

Starke Ablehnung Eher Weder Ablehnung Eher Zustimmung Starke
Ablehnung Ablehnung noch Zustimmung Zustimmung Zustimmung

Sense of Continuity

Items:

Stellen Sie sich vor, Sie sind bei BOLT angestellt. Bitte geben Sie auf der folgenden Skala an, wie sehr Sie den nachfolgenden Aussagen zustimmen.

1. Ich gehe davon aus, dass in dem neuen Unternehmen die Identität von BOLT weiterhin sichtbar sein wird.
2. Ich gehe davon aus, dass das neue Unternehmen BOLT sehr ähnlich ist.
3. Ich gehe davon aus, dass mein neues Unternehmen BOLT sehr repräsentiert.

Response scale:

Starke Ablehnung Eher Weder Ablehnung Eher Zustimmung Starke
Ablehnung Ablehnung noch Zustimmung Zustimmung Zustimmung

Change Commitment

Items:

Stellen Sie sich vor, Sie sind bei BOLT angestellt. Bitte geben Sie auf der folgenden Skala an, wie sehr Sie den nachfolgenden Aussagen zustimmen

1. Ich tue was ich kann, damit die Veränderung zum Erfolg führt.
2. Ich unterstütze die Veränderung vollkommen
3. Ich habe versucht (oder habe vor) andere davon zu überzeugen diese Veränderung unterstützen.
4. meinen Vorgesetzten bei dieser Veränderung vollkommen zu unterstützen

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Response scale:

Starke Ablehnung Eher Weder Ablehnung Eher Zustimmung Starke
Ablehnung Ablehnung noch Zustimmung Zustimmung Zustimmung

Relative Ingroup Prototypicality

Includes attention check (Item 3)

Items:

Stellen Sie sich vor, Sie sind bei BOLT angestellt. Bitte geben Sie auf der folgenden Skala an, wie sehr Sie den nachfolgenden Aussagen zustimmen.

1. Die Gruppe, die meiner Ansicht nach repräsentativer für das fusionierte Unternehmen ist, ist ACME
2. ACME ist für mich typisch, das heißt, eine gute Vertretung des fusionierten Unternehmens.
3. Bitte klicken Sie auf die Antwort "Eher Ablehnung".
4. BOLT ist für mich typisch, das heißt, eine gute Vertretung des fusionierten Unternehmens.
5. Die Gruppe, die meiner Ansicht nach repräsentativer für das fusionierte Unternehmen ist, ist BOLT

Response scale:

Starke Ablehnung Eher Weder Ablehnung Eher Zustimmung Starke
Ablehnung Ablehnung noch Zustimmung Zustimmung Zustimmung

Leader Prototypicality

Items:

Insgesamt würde ich sagen, dass der Geschäftsführer, Herr Schneider/Gonçalves

1. ...repräsentiert, was für die Mitarbeiter von BOLT charakteristisch ist
2. ...typisch für die Mitarbeiter von BOLT ist.
3. ...ein gutes Beispiel für die Art von Menschen ist, die bei BOLT arbeiten.
4. ...für das steht, was die Menschen von BOLT gemeinsam haben.
5. ...nicht repräsentativ ist für die Art von Menschen, die bei BOLT arbeiten.
6. ...den meisten Menschen bei BOLT sehr ähnlich ist.

Response scale:

Starke Ablehnung Eher Weder Ablehnung Eher Zustimmung Starke
Ablehnung Ablehnung noch Zustimmung Zustimmung Zustimmung

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Stereotypical attributes

Items:

Bitte geben Sie an, ob und in welchem Umfang die folgenden Attribute auf den Geschäftsführer Herr Schneider/Gonçalves zutreffen.

1. Vertrauenswürdig
2. Sympathisch
3. Kompetent

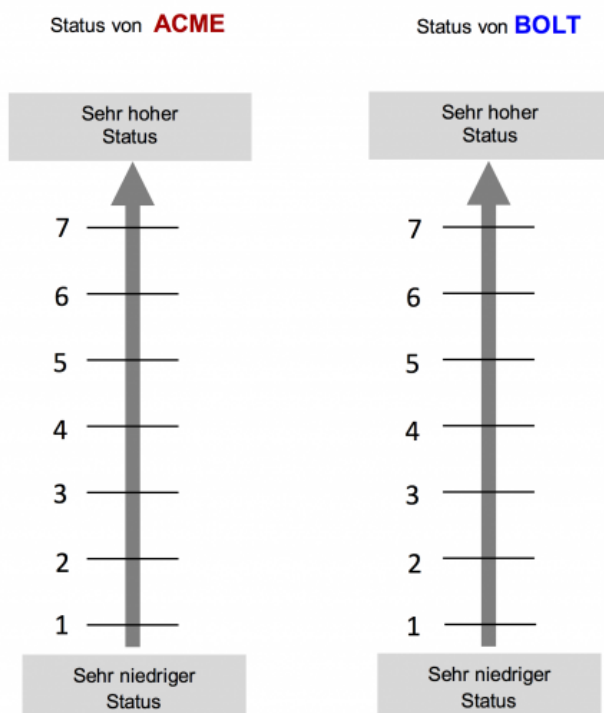
Response scale:

Trifft nicht zu (2) (3) (4) (5) (6) Trifft zu

Status of Merger Organizations (ACME & BOLT)

Item:

Unten sehen Sie zwei Pfeile, die jeweils in 7 Abschnitte unterteilt sind. Je höher der Abschnitt des Pfeils, desto höher der Status. Je niedriger der Pfeilabschnitt ist, desto niedriger ist der Status.



Bitte geben Sie eine Zahl (von 1 bis 7) ein, um den Abschnitt des Pfeils anzugeben, der ihre Einschätzung des sozialen Status von ACME (links) und BOLT (rechts) vor der Fusion am besten wiedergibt.

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Response scale

Status von ACME

Status von BOLT

National Background of the leader

Item:

Was ist der nationale Hintergrund des in der Ankündigung beschriebenen Geschäftsführers.

Response scale:

- Deutschland
- Portugal
- Sonstiges

Employment Status

Item and response scale:

1. Befinden Sie sich in einem Arbeitsverhältnis?

- Ja (inklusive Studentenjobs und Praktika)
- Noch nicht (Studium)
- Nicht mehr (arbeitslos, in Rente)

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Merger experience

Item and response scale:

1. Haben Sie jemals in einem Unternehmen gearbeitet, in welchem eine Umstrukturierung (Fusion, Übernahme) stattfand?

- Ja
- Nein

Demographics (gender, age, nationality)

Items and response scales:

1. Bitte geben sie ihr Geschlecht an.

- männlich
- weiblich
- sonstiges

2. Bitte geben Sie Ihr Alter (in Jahren) an.

3. Bitte geben Sie Ihre Nationalität an.

- Portugiesisch
 - Deutsch
 - Andere. wenn ja, welche?
-

Aim of the study

Item and response scale:

Worum denken Sie, ging es in dieser Studie?

Debriefing

Dieses Experiment untersucht den möglichen Einfluss des nationalen / kulturellen Hintergrunds des Vorgesetzten, auf die Reaktion der Mitarbeiter und deren Unterstützung für einen angekündigten Zusammenschluss. Das Experiment verwendete zwei Unterproben (Deutsch und Portugiesisch) mit jeweils zwei Variationen. In der einen Version ist der in der Ankündigung der Fusion beschriebene nationale / kulturelle Hintergrund der Manager derselbe wie der des beschriebenen Unternehmens BOLT, in der zweiten Version, ist der Hintergrund unterschiedlich. Wir möchten wissen, ob sich Teilnehmer in der "gleichen Hintergrund" Version mit dem neuen Unternehmen identifizieren und die Änderung zu einem anderen Ausmaß unterstützen als Teilnehmer in der "anderen Hintergrund" Version. Diese Erkenntnisse werden nur aufgrund Ihrer Teilnahme möglich sein. Vielen Dank für die Teilnahme!

Wenn Sie Informationen zu den Ergebnissen der Studie erhalten möchten, geben Sie bitte unten Ihre E-Mail-Adresse an.

Bei weiteren Fragen oder Anmerkungen zur Studie oder wenn ihnen die Teilnahme an der Studie irgendwelche Unannehmlichkeiten bereitet, wenden Sie sich bitte an Clara

Plückelmann unter

Clara_Pluckelmann@iscte-iul.pt.

Appendix C: Portuguese version of the survey

Introduction and informed consent

Obrigada por considerar participar! O estudo que se segue é sobre fusões e aquisições e é parte da minha dissertação de mestrado no ISCTE – Instituto Universitário de Lisboa.

Disclaim Neste estudo, iremos pedir-lhe que se imagine num cenário hipotético relacionado com o trabalho e preencha um breve inquérito. A sua participação será um contributo valioso para a expansão do conhecimento científico. Toda a informação que fornecer permanecerá confidencial e não será associada ao seu nome.

Não é esperado nenhum risco ou desconforto devido à participação.

A sua participação neste estudo é completamente voluntária e se por alguma razão não se participar neste estudo é completamente voluntária e se por alguma razão não se sentir confortável durante o estudo, pode sair a qualquer momento e a sua informação será descartada.

A sua participação neste estudo irá requerer aproximadamente 12 minutos.

Para obter mais informações sobre este estudo, contacte, por favor, Clara Plückelmann em Clara_Pluckelmann@iscte-iul.pt

Gostaria de participar neste estudo?

Sim

Não

Introduction to the scenario

Tem sido empregado(a) da empresa BOLT. Quando começou a trabalhar, trabalhava no departamento administrativo e agora trilhou o seu caminho até um cargo executivo. Tem muitos amigos no trabalho, incluindo o seu superior, subordinados e colegas. Em geral, pensa que tem um trabalho interessante, responsabilidade e um salário justo. Recentemente, têm havido muitos rumores sobre uma futura fusão, e hoje você recebeu uma carta ...

Por favor, leia cuidadosamente a seguinte carta

Announcement Scenario (same national background of the leader)



Próxima fusão com a ACME

Vimos por este meio informá-lo que a BOLT vai entrar em fusão com a empresa ACME. As negociações levaram a um resultado positivo e a transação legal terá lugar nos próximos dias. Anunciamos ainda o recrutamento de João Gonçalves como director geral da organização pós-fusão, com efeito a 1 de julho de 2019. O Sr. Gonçalves tem trabalhado neste campo num bom número de empresas de larga escala na Portugal e irá apresentar-se numa próxima reunião.

Irá realizar-se uma reunião informativa na próxima terça-feira às 15:00 na sala B18, em que será anunciada mais informação acerca dos detalhes da fusão.

Em todo o caso, podemos desde já antecipar que despedimentos vão tentar ser evitados, mas poderá ser necessário reduzir o número de pessoas empregadas pela empresa pós-fusão se houver uma sobreposição de responsabilidades.



Announcement Scenario (Different national background of the leader)



Próxima fusão com a ACME

Vimos por este meio informá-lo que a BOLT vai entrar em fusão com a empresa ACME. As negociações levaram a um resultado positivo e a transação legal terá lugar nos próximos dias. Anunciamos ainda o recrutamento de Hermann Schneider como director geral da organização pós-fusão, com efeito a 1 de julho de 2019. O Sr. Schneider tem trabalhado neste campo num bom número de empresas de larga escala na Alemanha e irá apresentar-se numa próxima reunião.

Irá realizar-se uma reunião informativa na próxima terça-feira às 15:00 na sala B18, em que será anunciada mais informação acerca dos detalhes da fusão.

Em todo o caso, podemos desde já antecipar que despedimentos vão tentar ser evitados, mas poderá ser necessário reduzir o número de pessoas empregadas pela empresa pós-fusão se houver uma sobreposição de responsabilidades.



EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Post Merger Identification (PMI)

Items:

Tente imaginar que é empregado/a da BOLT. Por favor, indique, na escala abaixo, em que medida concorda com as seguintes afirmações

1. Antecipo identificar-me com a nova empresa.
2. Iria considerar que pertenço à empresa pós-fusão.
3. Iria sentir fortes laços com a empresa pós-fusão

Response scale:

Discordo Totalmente	Discordo	Discordo parcialmente	Não concordo nem discordo	Concordo	Concordo parcialmente	Concordo totalmente
------------------------	----------	--------------------------	------------------------------	----------	--------------------------	------------------------

Sense of Continuity

Items:

Tente imaginar que é empregado/a da BOLT. Por favor, indique, na escala abaixo, em que medida concorda com as seguintes afirmações.

1. Antecipo que na nova empresa, a identidade da BOLT ainda será visível.
2. Antecipo que a empresa pós-fusão será muito semelhante à BOLT.
3. Antecipo que a minha empresa pós-fusão será muito representativa da BOLT.

Response scale:

Discordo Totalmente	Discordo	Discordo parcialmente	Não concordo nem discordo	Concordo	Concordo parcialmente	Concordo totalmente
------------------------	----------	--------------------------	------------------------------	----------	--------------------------	------------------------

Change Commitment

Items:

Tente imaginar que é empregado/a da BOLT. Por favor, indique, na escala abaixo, em que medida concorda com as seguintes afirmações.

1. Tenciono fazer o que puder para ajudar a que esta mudança seja bem-sucedida.
2. Eu apoio totalmente esta mudança.
3. Tenciono tentar convencer outros a apoiar esta mudança.
4. Tenciono apoiar totalmente meu supervisor durante esta mudança.

Response scale:

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Discordo Totalmente Discordo Discordo parcialmente Não concordo nem discordo Concordo Concordo parcialmente Concordo totalmente

Relative Ingroup Prototypicality

Includes attention check (Item 3)

Items:

Tente imaginar que é empregado/a da BOLT. Por favor, indique, na escala abaixo, em que medida concorda com as seguintes afirmações.

1. O grupo que considero mais representativo da empresa pós-fusão é a ACME.
2. Para mim, a ACME é típica, ou seja, uma boa representação da empresa pós-fusão.
3. Por favor, clique na resposta “Discordo parcialmente.
4. Para mim, a BOLT é típica, ou seja, uma boa representação da empresa pós-fusão.
5. O grupo que considero mais representativo da empresa pós-fusão é a BOLT.

Response scale:

Discordo Totalmente Discordo Discordo parcialmente Não concordo nem discordo Concordo Concordo parcialmente Concordo totalmente

Leader Prototypicality

Items:

No geral, diria que o diretor geral, o Sr Schneider/Gonçalves

1. ...Representa o que é característico dos trabalhadores da BOLT.
- 2...É representativo dos trabalhadores da BOLT.
3. ...É um bom exemplo do tipo de pessoas que trabalham na BOLT
4. ...representa o que as pessoas que trabalham na BOLT têm em comum
5. ...Não é representativo do tipo de pessoas que trabalham na BOLT
6. ...É muito semelhante à maioria das pessoas na BOLT

Response scale:

Discordo Totalmente Discordo Discordo parcialmente Não concordo nem discordo Concordo Concordo parcialmente Concordo totalmente

Stereotypical attributes

Items:

Por favor, indique em que medida os seguintes atributos se aplicam ao Director Geral, Sr Schneider/Gonçalves.

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

1. confiável
2. simpático
3. competente

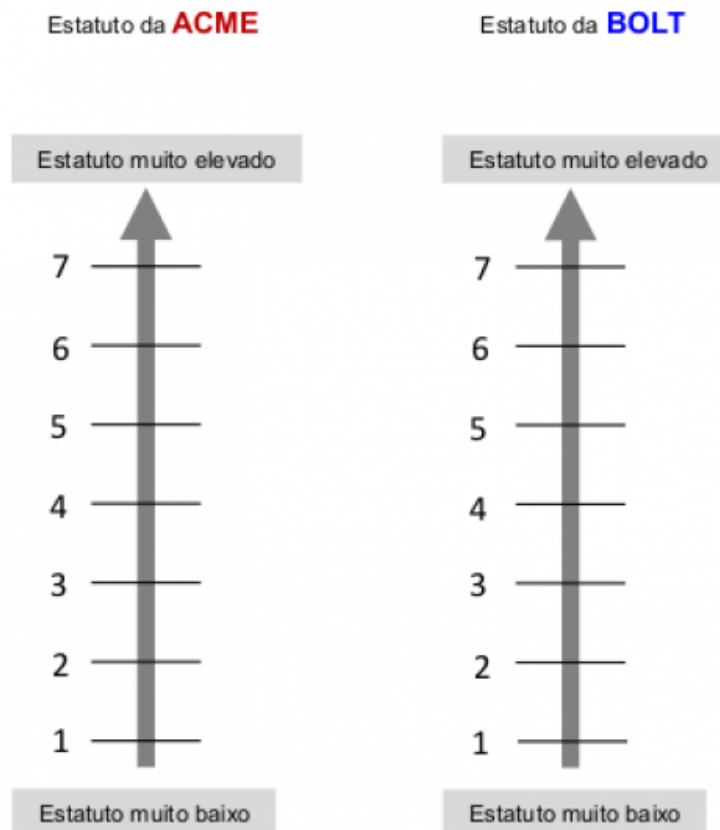
Response scale:

Não se aplicam (2) (3) (4) (5) (6) Aplicam-se bem

Status of Merger Organizations (ACME & BOLT)

Item:

Abaixo encontra duas setas, cada uma delas dividida em 7 secções. Quanto mais acima estiver a secção da seta, mais elevado o estatuto; quanto mais abaixo estiver a secção da seta, mais baixo o estatuto.



Por favor, digite um número (de 1 a 7) para indicar a secção da seta que melhor indica a sua opinião acerca do estatuto social da ACME (à sua esquerda) e da BOLT (à sua direita) antes da fusão.

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Response scale:

estatuto da **ACME**

estatuto da **BOLT**

National Background of the leader

Item:

Qual é a origem do Diretor geral descrito no anúncio?

- Alemanha (1)
- Portugal (2)
- Diferente (3)

Employment Status

Item and response scale:

1. Tem um emprego/experiência profissional?

- Sim (incluindo trabalhadores-estudantes e estágios)
- Ainda não (ex., a estudar)
- Já não (ex., desempregado/a, reformado/a)

Merger experience

Item and response scale:

1. Já trabalhou ou trabalha nalguma empresa que tenha passado por uma fusão ou aquisição?

- Sim
- Não

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Demographics (gender, age, nationality)

Items and response scales:

1. Por favor, indique o seu género:

Masculino

Feminino

Outro

2. Por favor, indique a sua idade (em anos)

3. Por favor, indique a sua nacionalidade

Portuguesa

Alemã

Outra. Qual?

Aim of the study

Item and response scale:

Acha que este estudo foi sobre o quê?

Debriefing

Esta experiência foi projetada para examinar a possível influência da origem (background) nacional / cultural do novo director na reação dos trabalhadores e no apoio à referida fusão. A experiência utilizou duas subamostras (Alemã e Portuguesa) com duas variações. Numa versão, a origem nacional / cultural do director descrito no anúncio de fusão é a mesma da empresa BOLT, na outra versão, é diferente. Queremos saber se os participantes na versão "mesmo background" iriam identificar-se mais com a empresa pós-fusão e comprometer-se com as mudanças de forma diferente, em comparação com os participantes da versão "background diferente". Estas conclusões só serão possíveis devido à sua participação. Obrigado por participar! !

EFFECT OF LEADER NATIONAL BACKGROUND ON PMI

Se estiver interessado(a) em saber o resultado do estudo, pode indicar o seu endereço de e-mail abaixo. Para mais perguntas ou comentários sobre o estudo, ou se o estudo o(a) fez sentir-se desconfortável de alguma forma, contacte, por favor, Clara Plückelmann em

Clara_Pluckelmann@iscte-iul.pt