

## **Impact of Mergers and Acquisitions on Employees' Engagement in Five Star Hotels**

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### **Abstract**

This study explores the impact of Mergers and Acquisitions (M&A) on employee's engagement (EE) in five-star hotels. During an impending the workforce may suddenly feel disengaged resulting in absenteeism or employees quitting their jobs. When M&A occurs there are elicited several results for employees like stress, Job loss, competitiveness and disengagement. The quantitative methods were used for data collection results in facts. The target population of this study was the employees at five-star hotels in Egypt, where the EE were applied. In many M&A deals, success hinges on maintaining high levels of employee engagement. (500) questionnaire forms were distributed to twelve (12) Hotels. (454) questionnaires were collected. The respondents represent 90.8% of the research sample and population. 90.8% valid for analysis by The Statistical Program for the Social Science (SPSS). The findings showed that there is a significant difference in EE before and after the M&A. Results also showed that there is a significant relationship between M&A and employee's engagement.

**Keywords:** Mergers and Acquisitions, Employee Engagement, HR outcomes.

### **1. Introduction**

Over the past two decades, mergers have become a global phenomenon and popular strategic choice for companies' growth and expansion (Seth et al., 2000). A number of scholars argue that mergers and acquisitions (M&A) of companies are a common and important response to globalization and the changing market environment. A study of the relationship between the merger, acquisition and employees' engagement in hotels is important because extensive research has proved a positive relationship between high engagement level and property, unit, department, and team. Mergers and acquisitions can be organizationally disruptive as they can cause stress and broken bonds between people (Sharp, 2009).

Ideally, mergers should complement existing operations and have a similar culture. However, often cultural patterns of behavior can be broken when a merger or acquisition occurs which can create an uncertain working environment for employees (Shook & Roth, 2010).

For the past three years, if you asked leaders of large organizations to describe their ideal culture, you would most likely hear the word "employee engagement" in their response. as a step toward a better culture at work environment. Employee engagement (EE) has generated a great deal of interest in the past two decades because of its significant impact on organizational performance (Anitha, 2014).

## **2. Literature review**

### **2.1.1 Mergers and Acquisitions: background and definitions**

The continuous consolidation allowed large companies to become even larger through M&A (Hsu and Jang, 2006). Vazirani (2015) added to the definition by stating it is a circumstance whereas a company, including all assets, liabilities, and people merge with another company. In acquisition one organization purchase a part or whole another organization, while in merger two or more than two organizations constitute one organization (Alao 2010). M&A is a business term referring to the legal consolidation of two firms into one entity (merger) or the takeover of one firm by another (acquisition). Merger and acquisition is a very important tool for the expansion of business in different countries and the researchers from all over the world are taking interest to work in this field (Goyal and Joshi 2011)

### **2. 1.2. Motives for Merger and Acquisition**

According to Yaghoubi et. al (2016), the motives for a merger or an acquisition can be gathered into four groups: managerial theories, industry-level theories, economic conditions, and behavioral theories. There are several possible motives and reasons why companies might engage in mergers. The motives for mergers and acquisition, suggested in the literature, are mainly of two types: operating and financial, Operating motives include improving operating efficiencies, enhancing growth, improving market control, attaining managerial improvement, and pooling resources for research and development and technological expertise. Financial motives include diversification, tax benefits, increased debt capacity, reduced bankruptcy risk and cost, and utilization of cash flow surpluses

### **2. 1.3. Benefits of Mergers and Acquisitions**

The tremendous increase in mergers continues to be an important influence on business. Mergers play an important role in worldwide business because pursuing mergers is considered an effective strategy to grow and to compete effectively. Ultimately this leads to higher profitability. Therefore, merging is seen as a strategy that offers the potential for a firm to increase its economic value Salter, (1979).

### **2.1.4. Stages of Mergers and Acquisitions**

Traditionally, the cycles of M&A are comprised of four stages: Pre-merger and acquisition, due diligence, integration, and post-merger and acquisition (Daniel et al,2001).

## **2.2 Employee Engagement in Mergers and Acquisitions**

Engagement remains a popular topic of research because of the outcomes associated with increased engagement, particularly organizational behavior and positive work experiences by employees. Providing information to employees about the merger or acquisition is a critical element of the human resource practitioner role because changes occur at a rapid pace. Decisions are often made and changed the same day (Rice, 2002).

Once an acquisition deal is announced the first thing HR should do is schedule employee meetings to discuss change (Leonard, 1999). Cianne (2002) suggested that employee engagement can be used to develop employee attitudes and work-related behaviors. Human resource development professionals should encourage employees to be more involved in the development of new management practices and decision making during the merger and acquisition processes by:-

1. Increasing employee awareness and understanding about why change is necessary;
2. Motivating employees by making them aware that their knowledge, skills, and abilities are important and of value to the new entity;
3. Creating a positive work environment by challenging employees in ways that can enhance their job satisfaction;
4. Developing a retention program to retain high performers and key talented employees;
5. Improving the quality of decision making by incorporating employee decision making with larger organization goals

## **2.3 Employee engagement**

### **2.3.1 Preface**

The term of “engagement” therefore has lately become one of the most popular terms among human resources practitioners, organizational psychologists, management consultants, and academic scholars, as employee engagement has appeared to be a critical driving factors of organizational success (Lockwood, 2007). The topic of employee engagement has gained tremendous attention from practitioners in the industry because of its possible link to an extensive range of individual and business outcomes (Stroud, 2009)

### **2.3.2 Definitions of Employee Engagement**

Employee engagement requires that an employee contributes an emotional investment or psychological contract with an organization resulting in a higher level of engagement and emotional attachment. In a meta-analysis study conducted by Radda et al., (2015)

### **2.3.3 Levels of Employee Engagement**

Employees who are highly involved in their work processes, such as conceiving, designing and implementing workplace and process changes, are more engaged. The link between high-involvement work practices and positive beliefs and attitudes, as associated with employee engagement and generating behaviors leading to enhanced performance, is an important driver for business success. When employees have the power to make decisions related to their performance, can access information about company costs and revenues, and have the necessary knowledge, training and development to do their jobs, and are rewarded for their efforts, they are more productive (Konrad, 2006). According to the Gallup, the Consulting organization (2008), the employees could be divided into three levels with regard to their level of engagement:

- 1) Engaged employees are the star in the company, they feel a strong connection to the values and mission statement, and always looking for ways to improve themselves and the organization,
- 2) Non engaged employees are the zombies in the company; they only fulfill the basic requirements of their jobs.
- 3) Actively disengaged employees are a very negative attitude about the company.

### **2.3.4 Importance of Employee Engagement**

Importance of Employee Engagement is very critical for reasons:-

- (1)Customer loyalty, (2) Employee retention, (3)Employee productivity, (4)Advocacy of the organization, (5)Manager self-efficacy, (6)Organizational Performance, (7)Bottom-line profit and (8)Successful organizational change

### **2.3.5 Drivers of Employee Engagement**

It is clear from reviewing the studies of employee engagement that a definitive list of engagement drivers does not exist. It is evident that drivers of engagement can vary between organizations and they can be impacted by factors such as industry type, role and company culture. However, there are similarities to be found amongst the various engagement models, and some common drivers' surface. The following five key drivers repeatedly emerge:-

1. Leadership
2. Communication
3. Learning & Development
4. Organizational Support
5. Working Environment

Each of the five key drivers identified can be related to Kahn's (1990)

### **2.3.6 Dimensions of Employee Engagement**

Organizations cannot achieve their goals just by defining their mission statement nor can they foster a high performing work culture until they take substantial steps. They need people to get the jobs done and that too with excellence.

The four Dimensions of Employee Engagement are the followings:-

-What Do I Get: Employee engagement to an extent depends upon what people get in exchange for performing the job. This includes basic compensation, benefits, organizational culture and working environment

These are basic elements that motivate them to join the organization and perform the given task with complete dedication.

- What Do I Give: As it is a two-way process, setting clear expectations plays an important role? This helps employees to understand what exactly they are expected to give the organization. This includes defining their job responsibilities that they need to fulfill and tasks that they need to perform. The human resource team and immediate supervisors or managers need to tell them clearly what they are expected to do. It creates more meaningful relationships among seniors and subordinates and workgroups.

- Do I belong to the Organization: Social association is the most basic requirement for anyone. Even employees would like to stay with the organization that treats them as their integral part and not just the means to get the job done. ‘My opinions Count’ give them satisfaction and motivates them to put their best to meet organizational goals.

- How Can I Grow: Continuous growth including promotions, salary hikes and rewards and recognition are most essential tools to retain employees in the organization. New challenges and opportunities to learn keep them motivated towards their work life and encourage them to give their best even during crisis.

### **3. Methodology**

#### **3.1 Population and sample**

The target population of this study was the employees at five-star hotels in Egypt, where the merger and acquisition were applied. The researcher takes a random sample comprises twelve (12) Hotels (Chain). The sample represents 51% of the research population. Five hundred (500) questionnaire forms were distributed to eleven (11) Hotels. Only four hundred and fifty four(454) questionnaires were collected. The respondents represent 90.8% of the research sample and population.

Hotel A	Location	Cairo	Alexandria	El Gouna	Hurghada	Sharm ElSheikh
	Number of Guest rooms	650	290	339	275	835
	Number of Employees	272	123	161	135	213

Hotel B	Location	Cairo Airport	Heliopolis	Pyramids	Dahab
	Number of Guest rooms	349	283	639	183
	Number of Employees	192	175	307	145

Hotel C	Location	Katameya	Hurghada
	Number of Guest rooms	135	250
	Number of Employees	98	117

Hotel D	Location	Cairo
	Number of Guest rooms	366
	Number of Employees	256

#### **3.3.2. Methods**

Primary data were collected through the following two methods:

- Questionnaires of Hotels’ employees
- Personal interviews with HR Managers

Questions are included three dimensions of engagement:

The first dimension is psychological meaningfulness:

- I know what is expected of me at work.
- At work, I have the opportunity to do what I do best every day.
- My supervisor, or someone at work, seems to care about me as a person.
- I have a best friend at work.

The second dimension of employee engagement is psychological availability:

- I have the materials and equipment I need to do my job right.
- At work, my opinions seem to count.
- In the last six months, someone at work has talked to me about my progress.
- In the last seven days, I have received recognition or praise.

The third dimension is psychological safety which includes physical protection:

- The mission or purpose of my company makes me feel my job is important.
- My associates or fellow employees are committed to doing quality work.
- There is someone at work who encourages my development.
- This last year, I have had opportunities at work, to learn and grow.

#### **4. Results and Discussion**

The data collected from the questionnaire survey was processed using the Statistical Package for the Social Sciences (SPSS)

##### **4.1 Reliability of the Study Instrument**

The Cronbach Alpha reliability was computed and the tests showed that the reliability coefficients for all the instruments were above 0.70 which indicates that the instrument is reliable for being used. For this study, Cronbach alpha for all four survey instruments presented in table 4.1.

**Table (4.1): Cronbach alpha for study instrument**

	N of Items	Cronbach's Alpha
Employee Engagement before M&A	12	.939
Employee Engagement after M&A	12	.930

##### **4.1.2- Tests of Normality**

An assessment of the normality of data is a prerequisite for many statistical tests because normal data is an underlying assumption in parametric testing. Well-known test of normality, namely the Shapiro-Wilk test was used.

**Table (4.2): Shapiro-Wilk test of the normality**

Statement	Shapiro-Wilk		
	Statistic	df	Sig.
<b>Employee Engagement before Merger and Acquisition</b>			
I know what is expected of me at work	.835	454	.000
I have the materials and equipment I need to do my work efficiently	.838	454	.000
At work I have the opportunity to do what I do best everyday	.847	454	.000
In the last seven days, I have received recognition or praise for doing good work	.803	454	.000
My supervisor or someone at work seems to care about me as a person	.847	454	.000
There is someone at work who encourages my development	.828	454	.000
At work, my opinions seem to count	.841	454	.000
The mission or purpose of my hotel makes me feel my job is important	.829	454	.000
My associates or fellow employees are committed to doing quality work	.833	454	.000
I have a best friend at work	.842	454	.000
In the last six months, someone at work has talked to me about my progress	.818	454	.000
This last year, I have had opportunities at work to learn and grow.	.794	454	.000
<b>Employee Engagement after Merger and Acquisition</b>			
I know what is expected of me at work	.749	454	.000
I have the materials and equipment I need to do my work efficiently	.735	454	.000
At work I have the opportunity to do what I do best everyday	.748	454	.000
In the last seven days, I have received recognition or praise for doing good work	.764	454	.000
My supervisor or someone at work seems to care about me as a person	.767	454	.000
There is someone at work who encourages my development	.756	454	.000
At work, my opinions seem to count	.734	454	.000
The mission or purpose of my hotel makes me feel my job is important	.731	454	.000
My associates or fellow employees are committed to doing quality work	.739	454	.000
I have a best friend at work	.763	454	.000
In the last six months, someone at work has talked to me about my progress	.754	454	.000
This last year, I have had opportunities at work to learn and grow.	.751	454	.000

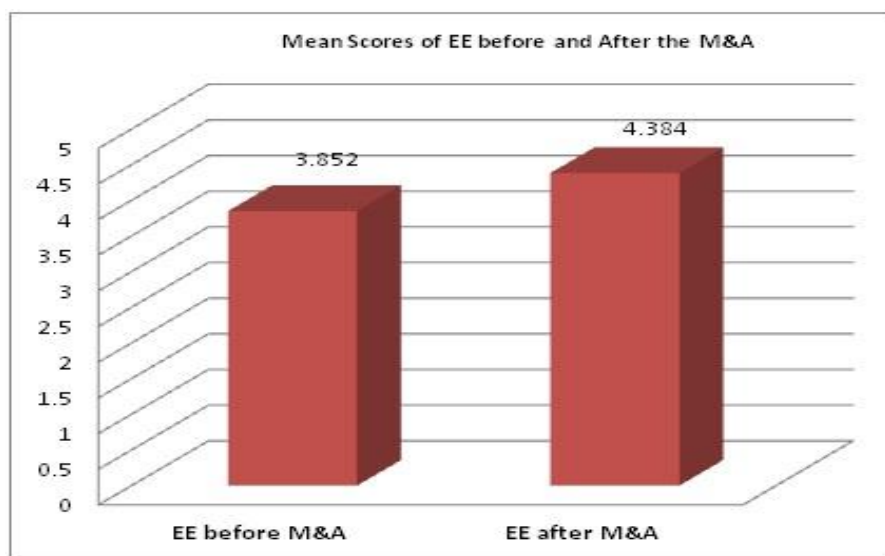
As illustrated in Table (4.2), the p-value was less than 0.05. So, we can accept the alternative hypothesis and conclude that the distribution of the data is not normal. As a result, non-parametric tests will be used

**Table (4.3): Descriptive statistics of average mean of Employee Engagement**

Statement	Mean	SD	Frequencies (%)				
Employee Engagement before M&A	3.852	.6315	1	2	3	4	5
I know what is expected of me at work	4.02	.838	.9	3.5	18.3	47.6	29.7
I have the materials and equipment I need to do my work efficiently	3.90	.825	1.1	4.2	20.5	52.4	21.8
At work I have the opportunity to do what I do best everyday	3.80	.845	1.8	3.7	25.6	50.2	18.7
In the last seven days, I have received recognition or praise for doing good work	3.73	.907	1.7	7.0	22.9	54.8	13.4
My supervisor or someone at work seems to care about me as a person	3.75	.814	1.1	5.3	26.0	52.4	15.2
There is someone at work who encourages my development	3.78	.763	1.1	3.1	26.7	55.1	14.1
At work, my opinions seem to count	3.83	.775	.9	2.2	28.0	50.9	18.1
The mission or purpose of my hotel makes me feel my job is important	3.88	.766	.9	2.6	22.7	55.1	18.7
My associates or fellow employees are committed to doing quality work	3.89	.830	1.3	4.2	19.8	53.3	21.4
I have a best friend at work	3.84	.860	1.8	4.6	21.8	51.5	20.3
In the last six months, someone at work has talked to me about my progress	3.90	.822	1.5	4.0	17.8	55.9	20.7
This last year, I have had opportunities at work to learn and grow.	3.89	.747	1.1	3.1	17.8	61.2	16.7
Statement	Mean	SD	Frequencies (%)				
Employee Engagement after M&A	4.384	.5012	1	2	3	4	5
I know what is expected of me at work	4.37	.627	.7	5.9	48.9	44.5	.7
I have the materials and equipment I need to do my work efficiently	4.39	.637	1.3	4.4	48.5	45.8	1.3
At work I have the opportunity to do what I do best everyday	4.37	.660	.2	.9	6.2	47.4	45.4
In the last seven days, I have received recognition or praise for doing good work	4.34	.724	.2	1.8	8.4	43.4	46.3
My supervisor or someone at work seems to care about me as a person	4.35	.701	.2	.9	9.3	43.4	46.3
There is someone at work who encourages my development	4.39	.661	.7	7.9	43.4	48.0	.7
At work, my opinions seem to count	4.44	.651	.9	6.2	40.7	52.2	.9
The mission or purpose of my hotel makes me feel my job is important	4.44	.661	.2	.7	6.2	41.0	52.0
My associates or fellow employees are committed to doing quality work	4.44	.647	.7	6.6	41.2	51.5	.7
I have a best friend at work	4.33	.745	.7	.7	10.6	40.7	47.4
In the last six months, someone at work has talked to me about my progress	4.37	.637	.7	6.6	47.8	44.9	.7
This last year, I have had opportunities at work to learn and grow.	4.38	.646	.9	6.4	46.3	46.5	.9



The results in Table 4.3 indicate that the average mean of employee engagement before M&A was 3.852 with a standard deviation value of .6315. In addition, the average mean of Employee Engagement after M&A was 4.384 with a standard deviation value of .5012.



**Table (4.4): Open Questions Analysis**

	Frequencies (%)	
	Yes	No
General Questions		
Are there any benefits you get after Merger and acquisition?	97.6	2.4
Are there new policies are applied after the Merger?	98.7	1.3
Are there more training inside work environment after M&A?	98.2	1.8
Is your career path affected positively or negatively after M & A?	97.6	2.4
Is your loyalty affected after M&A?	81.1	18.9

**4.1.3. Differences among respondents' demographics with regard to EE before M&A**

Table (4.5): Differences among respondents' gender with regard to EE according to Mann-Whitney test.

EE before M&A		N	Mean Rank	Mann-Whitney	Sig.
Gender	Male	399	212.51	4991.000	.000
	Female	55	336.25		

As illustrated in Table (4.5), the p value = .000 which means that employees' EE ratings were significantly affected by their gender before the M&A. In addition, the EE is being perceived more among male employees.

**Table (4.6): Differences among demographics with regard to EE before M&A according to Kruskal-Wallis Test**

EE before M&A		N	Mean Rank	Chi-Square	Sig.
Educational level	High School or Institute	158	198.31	47.457	.000
	Bachelor Degree	240	221.20		
	Master/PhD Degree	56	336.85		
Age	Less than 21	29	299.34	11.397	.022
	From 22:29	135	264.01		
	From 30:39	218	194.59		
	From 40:49	61	222.93		
	More than 50	11	267.55		
Years of experience in hotel industry	1-2	115	307.49	87.445	.000
	2-3	84	265.68		
	4-7	146	189.34		
	More than 7	109	164.79		
Years of experience in the current hotel	1-2	148	286.71	45.063	.000
	2-3	156	201.66		
	4-7	100	197.10		
	More than 7	50	193.65		
Department of work	Front Office	101	274.37	20.494	.001
	Food and Beverage	156	205.25		
	Housekeeping	129	230.10		
	Marketing and Sales	48	213.18		
	Recreation	1	172.00		
	Human Resources	19	182.47		

Before the M&A as showed in table (4.6), a significant relationship between employees age, educational level, years of experience in hotel industry, years of experience in the current hotel, and department of work employees belong to and their EE do exist where the p values were below .05 (.000, .022, .000, .000, and .001, respectively).

**4.1.4. Differences among respondents' demographics with regard to EE after M&A**

Table (4.7): Differences among respondents' demographics with regard to EE according to Mann-Whitney test

EE after M&A		N	Mean Rank	Mann-Whitney	Sig.
Gender	Male	399	216.77	6690.500	.000
	Female	55	305.35		

As illustrated in Table (4.7), the p value = .000 which means that employees' EE ratings were significantly affected by their gender after the M&A. In addition, the EE is being perceived more among female employees.

**Table (4.8): Differences among demographics with regard to EE after M&A according to Kruskal-Wallis Test**

EE after M&A		N	Mean Rank	Chi-Square	Sig.
Educational level	High School or Institute	158	194.78	25.516	.000
	Bachelor Degree	240	233.23		
	Master/PhD Degree	56	295.29		
Age	Less than 21	29	262.28	34.094	.000
	From 22:29	135	251.20		
	From 30:39	218	212.67		
	From 40:49	61	206.52		
	More than 50	11	255.05		
Years of experience in hotel industry	1-2	115	266.79	34.319	.000
	2-3	84	269.74		
	4-7	146	193.64		
	More than 7	109	198.85		
Years of experience in the current hotel	1-2	148	244.78	3.874	.275
	2-3	156	218.19		
	4-7	100	220.67		
	More than 7	50	219.06		
Department of work	Front Office	101	235.76	5.238	.388
	Food and Beverage	156	213.65		
	Housekeeping	129	240.88		
	Marketing and Sales	48	211.68		
	Recreation	1	144.50		
	Human Resources	19	250.84		

Before the M&A as showed in table (4.8), a significant relationship between employees age, educational level, years of experience in hotel industry, and their EE do exist where the p values were below .05 (.000, .000, and .000, respectively). However, there is no significant relationship between employees' years of experience in the current hotel industry, and department of work employees belong to where the p values were above .05 (.275 and .388, respectively).

#### 4.1.5. Effect of M&A on EE

**Table (4.9): Wilcoxon Signed Ranks Test**

	Mean Rank	N	Z	Sig.
Employee Engagement before M&A	77.80	454	-16.466	.000
Employee Engagement after M&A	216.16			

The results of Wilcoxon Signed Ranks test showed that there is a significant difference in EE before and after the M&A. this is indicated by the sig. level of .000 (which really means less than .0005). Comparing the ranks for the two sets of scores, it appears that there is a steady increase in EE statistics score over time

**4.1.6. Paired Samples T-Test**

Paired Samples T-Test was conducted to investigate the differences in EE before and after the M&A.

**Table (4.10): Paired Samples T-Test**

	Mean	N	Std. Deviation	Std. Error Mean	t	Correlation	Sig.
Employee Engagement before M&A	3.8521	454	.63149	.02964	24.133	.679	.000
Employee Engagement after M&A	4.3836	454	.50117	.02352			

The results of Paired Samples test showed that there is a significant difference in EE before and after the M&A, where the sig. value is .000 (which is less than .005). Comparing the ranks for the two sets of scores, it appears that there is a steady increase in EE statistics score over time.

To calculate the size of effect that M&A has on EE, Eta squared can be obtained using the following formula:

**Eta squared** =  $(t)^2 \div ((t)^2 + (N-1))$

**Eta squared** =  $(24.133)^2 \div ((24.133)^2 + (454-1)) = 0.56$

Given our Eta square value of 0.56, we can conclude that there is a moderate effect, with a substantial difference in EE before and after the M&A.

**Hypothesis Testing**

**Hypothesis 1:**

H0: There is no relationship between the merger, acquisition and employees' engagement

H1: There is relationship between the merger, acquisition and employees' engagement.

**Hypothesis 2:**

H0: There is no Effect of Mergers and Acquisitions on Employee Engagement

**H1: There is impact on employees' engagement after Merger and Acquisition.**

H1: There is relationship between the merger, acquisition and employees' engagement.	Accepted
H1: There is impact on employees' engagement after Merger and Acquisition.	Accepted

Hypothesis shows that observations are the result of a real effect.

## **5-Conclusion and implications**

In many merger & acquisition deals, success hinges on maintaining high levels of employee engagement and retention through each phase of the transaction - from deal announcement and close all the way through integration planning and implementation (Allan & Cianni, 2011). An organization, which possesses engaged employees, can outperform its competition. However, without employee engagement two organizations merging cannot hope to align its people with the goals and objectives they set. Employee engagement is crucial for successful execution of strategy and ultimately a successful M &A (Bones, 2007).

Lodging Organizational restructuring after a merger and acquisition is inevitable and a favorable restructuring program will influence organizational performance. It is revealed also that open and honest communication makes employees more trusting of its leadership. It is to be noted that, if an organization has a strong and integrated culture, employees will be more devoted and work harder to ensure that the organization achieves its goals.

HR professionals must provide early, honest, clear and effective two-way communication in order to avoid broken trust and the development of a negative atmosphere. HR must provide one to one communication for employees to allow them to voice their concerns and issues as this will contribute to maintaining their engagement

Host training sessions, workshops, seminars, and socials to get employees familiar with and make employees feel like a part of the change that is about to take place. Ensure that the company's mission, vision, core values, and policies are articulated to all employees as well as integrated into the programs, culture, and activities of the organization

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## أثير الاندماجات والاستحوادات على ارتباط الموظفين في فنادق الخمس نجوم

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### الملخص العربي

تستكشف هذه الدراسة تأثير الاندماجات والاستحوادات على ارتباط الموظف في فنادق الخمس نجوم. خلال عملية الدمج والشراء الوشيكة أو المتحققة، قد تشعر القوى العاملة فجأة بالانفصال مما يؤدي إلى غياب الموظفين أو قلة ارتباطهم أو تركهم لوظائفهم. مما يؤثر سلبا على إنتاجية الموظف ومستواه. يهتم الباحث في هذه الدراسة باستخدام الأساليب الكمية لنتائج جمع البيانات في الحقائق والإحصائيات والأرقام. كانت العينة المستهدفة هم الموظفون في فنادق الخمس نجوم في مصر، حيث تم تطبيق العديد من صفقات الدمج والاستحواذ، يتوقف نجاح الاندماج والاستحواذ على الحفاظ على مستويات عالية من ارتباط الموظفين. ولتحقيق هدف الدراسة تم تصميم استمارة استبيان تم توزيعها على ٥٠٠ موظف بفنادق الخمس نجوم تم استرداد عدد ٤٥٤ استمارة صالحة بنسبة (٩٠.٨%) وقد تم اختبار فرضيات الدراسة عن طريق برنامج الحزم الإحصائية للعلوم الإجتماعية (SPSS) لتحليل الاستبيان. ولقد أوضحت النتائج وجود علاقة ارتباطية موجبة ذات دلالة إحصائية بين الاندماج والاستحواذ وارتباط الموظفين. وتوصلت الدراسة لمجموعه من التوصيات كان من أهمها القيام بتنظيم دورات تدريبية وورش عمل وندوات واجتماعات لتوعية الموظفين وجعلهم يشعرون وكأنهم جزء من التغيير الذي على وشك الحدوث. وكذلك التأكد من أن مهمة المنشأة الفندقية ورؤيتها وقيمها الأساسية وسياساتها واضحة لجميع الموظفين.

**الكلمات الدالة:** الإندماجات، الإستحوادات، ارتباط الموظفين، الفنادق.