

HUMAN RESOURCES MANAGEMENT ISSUES IN MANAGING CHANGE DURING MERGERS AND ACQUISITIONS: A LITERATURE REVIEW FROM 2011 TO 2021

P. George^{a*} and P. Kishimbo^b

^a *Bank of Tanzania, Dar es Salaam, United Republic of Tanzania*

^b *University of Dodoma, Dodoma, United Republic of Tanzania*

**peteragwambo2003@yahoo.com*

Abstract

This paper provides a comprehensive literature review of Human Resource Management (HRM) issues in change management initiatives during Mergers and Acquisitions (M & A). It covers articles published in leading Management journals for a decade (2011 to 2021) with a view on identifying research streams and proposing areas for future research. Literature review methodology was employed in this paper. Selected journal articles based on research streams are derived from the existing literature. The design is more systematic in collecting and synthesizing previous research, thereby creating a firm foundation for advancing knowledge and facilitating theory development. M & A as part of enterprise change management happens every day and impacts on the size of the investment, control, and integration requirements. It comes with complex HRM issues such as retrenchment, integration of strategies (maintaining benefits and contracts), management of cultural differences, and working within new regulations. The review indicates that while the firms view M & A as thriving tactics, the employees view it as a threat to their employment. M & A are giant, speculative businesses that fail perpetually. Cultures remain the main obstacle to M & A success. This paper addresses a contextual gap in the literature, focusing on identifying different research streams and proposing areas for future research.

Keywords: Change management, Human resources management (HRM), Mergers and Acquisitions (M & A)