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A Descriptive Analysis of Mergers and Their Impact on Market Dynamics, Consumer Choices, and Industry Competitiveness

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Abstract
Background: Mergers in the insurance sector are a frequent occurrence, often promising operational efficiency and growth. However, their impact on employees remains a subject of debate, as these corporate transitions can significantly alter job roles, work dynamics, and employee satisfaction. **Objective:** This study aims to explore the effects of mergers on employees within the insurance industry, examining both the positive and negative consequences on job satisfaction, workload, and retention. **Methods:** A mixed-methods approach was employed, combining surveys and interviews with employees from various insurance firms that recently underwent mergers. The data was analyzed to identify key themes related to employee experiences, satisfaction levels, and the perceived impact of the mergers. **Findings:** The findings indicate a mixed response from employees, with some reporting positive changes such as career advancement opportunities and improved technology, while others expressed dissatisfaction with increased workload, reduced coordination, and a lack of involvement in decision-making. High turnover rates post-merger were also noted, suggesting concerns over job security and compensation. **Conclusion:** Mergers in the insurance sector have a complex effect on employees, with both beneficial and detrimental outcomes. Clear communication, employee involvement, and proper workload management are crucial to minimizing negative effects and improving overall satisfaction. **Novelty:** This study provides new insights into the nuanced impact of mergers on employee

well-being, highlighting specific factors such as involvement in decision-making and post-merger compensation that have not been extensively covered in previous research.
Keywords: mergers, employee satisfaction, insurance industry, job satisfaction, workload, turnover, employee retention, organizational change.

Introduction

The landscape of the insurance business is dynamic and ever-changing, continuously adjusting to shifting consumer preferences, legal requirements, and technological breakthroughs. In order to increase their market share, broaden their product offerings, and improve operational efficiency, insurance companies have turned to mergers and acquisitions (M&A) as a popular strategy in recent years (Budhathoki, Bhattarai, Aryal, & Ghimire, 2024). The effects of these mergers on the financial side are well studied, but the effect on human capital—a vital component—is frequently overlooked. To ensure a seamless transition and optimize the possible benefits of the consolidation, it is essential to comprehend how employee performance is impacted by insurance mergers (Bajgai & Pradhan, 2021).

The complex relationship between employee performance and insurance mergers is explored in this research. The advantages and disadvantages that staff members can encounter throughout the integration process was discussed. We looked at factors like role ambiguity, conflicting workplace cultures, worries about job security, and the need for new skills. The report also looked into ways that merging companies can avoid negative effects and create a pleasant work environment that encourages high performance and employee engagement. Gaining understanding of these variables were enable insurance merger stakeholders to make well-informed decisions that empower their personnel to flourish in the new organizational structure in addition to achieving financial objectives (Khadka & Khadka, 2024).

The insurance industry has long been a cornerstone of financial security, offering individuals and businesses protection against unforeseen risks. However, recent years have witnessed a significant shift in the landscape, driven by factors like technological advancements, changing consumer demands, and a relentless pursuit of market share. One of the most prominent trends in this evolving environment is the rise in mergers and acquisitions (M&A) between insurance companies (Lamichhane & Neupane, 2023; Mahat, Neupane, & Shrestha, 2024). These strategic maneuvers aim to consolidate resources, expand product portfolios, and gain a competitive edge in a saturated market.

While the potential benefits of mergers for companies are well-documented, the impact on employees, the human capital that drives the industry's success, often remains an under-examined aspect (Neupane, Poudel, Khatiwada, & Dahal, 2024; Aryal, Karki, Mahat, & Neupane, 2024). Mergers can be a period of significant upheaval, introducing uncertainty and anxiety for employees at all levels. Established work cultures can clash, roles may become redundant, and the fear of job losses can cast a shadow over morale and productivity. Navigating this period of change effectively requires a proactive approach from leadership,

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one that acknowledges the human dimension of M&A and prioritizes employee well-being alongside financial objectives (Poudel & Niraula, 2024).

Understanding the potential impact of mergers on employee performance is crucial for ensuring a smooth transition and maximizing the value of the combined entity. Studies have shown that a poorly managed merger can lead to decreased employee engagement, a decline in customer service quality, and even talent flight. Conversely, a well-executed integration process that fosters transparency, open communication, and investment in employee development can mitigate these negative effects and even lead to improved performance through knowledge sharing, collaboration, and access to broader career opportunities (Ghimire & Neupane, 2022).

This report delves into the complexities of insurance mergers and their impact on employee performance. We explored the various factors that influence employee well-being during this period of change, analyze the potential positive and negative consequences, and offer recommendations for management on creating a successful integration strategy that prioritizes both business goals and the human capital that makes them achievable (Akintoye, Ogboi, Ogbebor, & Ogunwale, 2024).

The insurance industry thrives on constant evolution and optimization. Mergers and acquisitions (M&A) have become a popular strategy for insurance companies to gain market share, diversify products, and expand geographically. While the financial benefits for shareholders and the market are clear, the impact on employees, the lifeblood of any organization, remains a complex and often overlooked issue (Budhathoki, Bhattarai, Aryal, & Ghimire, 2024). Merging two companies presents a significant human resources hurdle. Blending distinct company cultures, work styles, and compensation plans can be a major challenge. Employees face uncertainty about job security, redefined roles, and limited career advancement opportunities. This can lead to stress, decreased motivation, and ultimately, a drop in performance. Additionally, knowledge gaps and skill discrepancies between the merging companies can disrupt established workflows and overall (Upadhyaya, 2024).

Furthermore, clear and consistent communication is crucial for managing employee anxieties during a merger. Without it, misinformation, rumors, and a general feeling of disconnection can spread amongst the workforces. This can worsen performance issues and hinder efforts to create a unified and collaborative work environment (García-Nieto, Bueno-Rodríguez, Ramón-Jerónimo, & Flórez-López, 2024).

The potential downsides of mergers on employee performance are not just theoretical. Reduced morale and productivity can translate into dissatisfied customers, increased operational costs, and ultimately, a negative impact on the merged company's profits. Understanding the specific factors that influence employee performance during insurance mergers and developing effective strategies to mitigate these challenges becomes critical for ensuring a smooth transition and maximizing the overall success of the merger (Mfon, Akpan, & Frank, 2024).

This research aims to address this underexplored area and bridge the knowledge gap to benefit insurance companies considering mergers. By thoroughly analyzing the factors influencing employee performance during mergers, this research aims to develop a set of best practices and recommendations. These can help companies navigate this critical phase and ensure a seamless integration process for their employees. This, in turn, contributed to the overall success of the merger and the long-term health of the newly formed entity (Akintoye, Ogboi, Ogbebor, & Ogunwale, 2024).

This research can help companies figure out what keeps employees happy and productive during a merger. This knowledge can then be used to create better plans for bringing the two companies together with less trouble. Mergers can be scary and make employees think they might lose their jobs. This study can show companies what to do to address these concerns and keep their best people around. By understanding how mergers affect the skills and roles employees need, companies can develop better training programs and career paths. This helps employees stay adaptable and successful in the new, combined company. This research can add valuable information to what the insurance industry already knows. By sharing your findings, you can help set best practices for managing employee performance during mergers, which benefits everyone in the business. Mergers can be a drag on employee morale. This research can show how mergers might hurt employee well-being and what companies can do to offer support and address mental health concerns before they become problems. Thus, the present study aims to assess merger of insurance company and employee performance.

Methodology

This project explores how mergers affect how well employees do their jobs in the insurance industry. We'll use a mix of surveys and interviews with employees at insurance companies that recently merged. This two-pronged approach allowed us to see both the big picture trends (through numbers) and the personal experiences of employees during this time of change. By looking at both sides, we can gain valuable insights into the potential roadblocks and opportunities mergers create for employee performance. This knowledge can then be used to develop strategies that help companies navigate mergers smoothly and ensure their employees stay happy and productive in the new, combined organization.

Research Approach

To understand how mergers affect employee performance in insurance, we'll use surveys (questionnaires) to collect data from a large group of employees who've recently been through a merger at their company. This survey had two parts: multiple choice questions to see how things like productivity and mistakes changed after the merger, and open-ended questions to allow employees to share their personal experiences. We'll choose participants carefully to make sure they represent a good mix of departments and job levels within the companies. By analyzing both the numbers and the written responses, we can get a complete picture of the challenges (stress, unclear roles) and opportunities (learning new skills) that mergers create for employee performance. This knowledge can then be used to develop

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strategies that help companies manage mergers smoothly and minimize disruptions for their employees, leading to a successful transition for both the company and its workforce.

Research Design

This study explores how mergers affect employee performance in insurance. We'll use a descriptive approach, meaning we'll describe what employees experience during mergers. To gather information, we'll use surveys (questionnaires) with multiple choice and open-ended questions. The multiple-choice questions focused on things like changes in productivity and stress levels after a merger. The open-ended questions allowed employees to share their own experiences. We chose participants carefully to represent a good mix of departments and job levels. By analyzing both the numbers and the written responses, we can get a complete picture of the challenges (stress, unclear roles) and opportunities (learning new skills) that mergers create for employee performance. This knowledge can then be used to develop strategies that help companies manage mergers smoothly and minimize disruptions for their employees, leading to a successful transition for both the company and its workforce.

Sample Size

For the sample size, the total number of employees was around 600. the questionnaire was sent to 200 employees and only 115 responded the questionnaire. This has covered the age group from 21 years to above 50 years. As much as possible, This study tried to include every gender, age, caste, education, and position without any bias.

Criteria For Sample Selection

For the criteria for sample selection, random sampling method was used. This means everyone has an equal chance of being selected, just like picking names out of a hat.

Sampling Technique

For the sampling technique, personal judgement was applied. As much as possible, I tried to include every gender, age, educational level, caste, and position. The sampling technique was done without any bias.

Data Collection Tool

To gather information from participants in our study on merger of insurance : effects on employee performance , we likely used online surveys i.e questionnaire. This is a great way to get information from lots of people in a consistent way.

Results and Analysis

This report explores how insurance mergers affect employees' work. Mergers can be stressful for employees, who worry about job security and changing work styles. This can lead to them feeling less motivated and productive. Mergers can also disrupt company culture, making employees less happy and more likely to miss work. But there's a bright side! Mergers can also bring new resources, career opportunities, and better technology, which can motivate employees and help them work better. To understand the real impact, we can look at surveys about employee satisfaction, interview employees directly, and analyze company data. By talking openly with employees and offering support during the

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merger, companies can minimize the downsides and maximize the benefits for their workforce.

Demographic Analysis

This information was gathered via a floating questionnaire distributed to the male and female staff of the merged insurance company in the Kathmandu valley. This section describes the demographic profile of the respondents and how the primary data acquired via surveys was used to analyze and interpret it. As a result, it was simpler to comprehend the respondents' demographic characteristics. The profile of the respondents comprises the respondent's gender, age, educational level, position, working period.

Table 1: Gender

In the Table 1, the result indicates that out of 115 respondents, 56(48.7%) were male and the remaining 59(51.3%) were females.

1. Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	48.7	48.7	48.7
	Female	59	51.3	51.3	100.0
	Total	115	100.0	100.0	

Table 2: Age

2. Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	57	49.6	49.6	49.6
	31-40 years	55	47.8	47.8	97.4
	41-50 years	3	2.6	2.6	100.0
	Total	115	100.0	100.0	

In Table 2, the result indicates that out of 115 respondents, 57(49.6%) were within age 21-30years, 55(47.8%) were within age 31-40 years and 3(2.6%) were within 41-50 years.

Table 3 Educational Level

3. Educational Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma/ +2	8	7.0	7.0	7.0
	Bachelor's Degree	37	32.2	32.2	39.1
	Master's Degree	70	60.9	60.9	100.0
	Total	115	100.0	100.0	

In Table 3, the result indicates that out of 115 respondents, 8(7.0%) were at the Diploma/+2

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level, 37(32.2%) had completed their bachelor's degree, and 70(60.9) had their master's degree.

Table 4 Position

4. Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant	80	69.6	69.6	69.6
	Officer/ Supervisor	19	16.5	16.5	86.1
	Manger	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

In Table 4, the result indicates that out of 115 respondents, 80(69.6%) were Assistant, 19(16.5%) were Officer/Supervisor, 16(13.9%) were Manager.

Table 5 Working Period

5. Working Period					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	37	32.2	32.2	32.2
	5-10 years	62	53.9	53.9	86.1
	10-15 years	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

In Table 5, the result indicates that out of 115 respondents, 37(32,2%) had less than 5 years of working period, 62(53.9%) with 5 to 10 years of working period, 16(13.9%) with 10 to 15 years of working period.

Table 6 I am satisfied with my salary after the merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [1 I am satisfied with my salary after the merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.6	2.6	2.6
	Disagree	14	12.2	12.2	14.8
	Neutral	54	47.0	47.0	61.7
	Agree	42	36.5	36.5	98.3
	Strongly Agree	2	1.7	1.7	100.0
	Total	115	100.0	100.0	

The results in table 6 indicated that out of 115 respondents:

Nearly half (47.0%) of the employees are neutral about their salary satisfaction after the merger. A significant portion (38.2% - 36.5% agree + 1.7% strongly agree) are satisfied, while a smaller portion (14.8% - 2.6% strongly disagree + 12.2% disagree) are dissatisfied.

Overall, the data suggests no clear consensus on employee satisfaction with their salary after the merger. There are neutral, satisfied, and dissatisfied employees, and it might be

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beneficial to investigate the reasons behind these varying responses.

Table 7 Terms of employment are good after merger

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [2 Terms of employment are good after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.3	4.3	4.3
	Disagree	29	25.2	25.2	29.6
	Neutral	55	47.8	47.8	77.4
	Agree	23	20.0	20.0	97.4
	Strongly Agree	3	2.6	2.6	100.0
	Total	115	100.0	100.0	

The results in table 7 indicated that out of 115 respondents:

The results indicate that nearly half (47.8%) employees are neutral about the terms of employment after the merger. A significant portion (20.0%) also agree, while a smaller percentage disagrees (25.2%) or strongly disagrees (4.3%) with the statement. Only a very small number (2.6%) strongly agree.

Overall, the data suggests that there is no clear consensus among employees about their satisfaction with the terms of employment after the merger. A significant number are neutral, and there are almost equal numbers who agree and disagree.

Table 8 My salary matches my abilities and contributions.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [3 My salary matches my abilities and contributions.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.6	9.6	9.6
	Disagree	32	27.8	27.8	37.4
	Neutral	46	40.0	40.0	77.4
	Agree	26	22.6	22.6	100.0
	Total	115	100.0	100.0	

The results in Table 8 indicated that out of 115 respondents: The results indicate that nearly half (40.0%) employees are neutral about whether their salary matches their abilities and contributions. A significant portion (22.6%) agree, while a smaller percentage disagrees (27.8%) or strongly disagrees (9.6%) with the statement. Overall, the data suggests that there is no clear consensus among employees about whether their salary matches their abilities and contributions. A significant number are neutral, and there are more who agree than disagree.

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Table 9 Allowances/ Bonuses are better after merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [4 Allowances/ Bonuses are better after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	7.8	7.8	7.8
	Disagree	34	29.6	29.6	37.4
	Neutral	43	37.4	37.4	74.8
	Agree	27	23.5	23.5	98.3
	Strongly Agree	2	1.7	1.7	100.0
	Total	115	100.0	100.0	

The results in table 9 indicated that out of 115 respondents:

The results indicate that nearly half (37.4%) employees are neutral about whether allowances/bonuses are better after the merger. A significant portion (23.5%) agree, while a smaller percentage disagrees (29.6%) or strongly disagrees (7.8%) with the statement.

Overall, the data suggests that there is no clear consensus among employees about whether allowances/bonuses are better after the merger. A significant number are neutral, and there are more who agree than disagree.

Table 10 Better employee composition after the merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [5 Better employee composition after the merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.3	4.3	4.3
	Disagree	36	31.3	31.3	35.7
	Neutral	58	50.4	50.4	86.1
	Agree	15	13.0	13.0	99.1
	Strongly Agree	1	.9	.9	100.0
	Total	115	100.0	100.0	

The results in table 10 indicated that out of 115 respondents:

The results indicate that over half (50.4%) of employees are neutral about better employee composition after the merger. A smaller portion (13.0%) agree, while a larger percentage disagrees (31.3%) or strongly disagrees (4.3%) with the statement.

Overall, the data suggests that there is no clear consensus among employees about better employee composition after the merger. A majority are neutral, and more disagree than agree.

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Table 11 Shareholder wealth has increased after the merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [6 Shareholder wealth has increased after the merger]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	6	5.2	5.2	6.1
	Neutral	40	34.8	34.8	40.9
	Agree	50	43.5	43.5	84.3
	Strongly Agree	18	15.7	15.7	100.0
	Total	115	100.0	100.0	

The results in table 11 indicated that out of 115 respondents:

The results indicate that over a third (34.8%) of employees are neutral about shareholder wealth increase after the merger. A significant portion (43.5%) agree, while a smaller percentage disagree (5.2%) or strongly disagree (0.9%) with the statement.

Overall, the data suggests that there is no clear consensus among employees about shareholder wealth increase after the merger. A majority are neutral, and more agree than disagree.

Table 12 Involvement of employees has increased in decision making after merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [7 Involvement of employees has increased in decision making after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	10.4	10.4	10.4
	Disagree	34	29.6	29.6	40.0
	Neutral	48	41.7	41.7	81.7
	Agree	21	18.3	18.3	100.0
	Total	115	100.0	100.0	

The results in table 12 indicated that out of 115 respondents:

The results indicate that over (41.7%) employees are neutral about increased employee involvement in decision making after the merger. A significant portion (18.3%) agree, while a smaller percentage disagrees (29.6%) or strongly disagrees (10.4%) with the statement.

Overall, the data suggests that there is no clear consensus among employees about increased employee involvement in decision making after the merger. A majority are neutral.

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Table 13 Contributions of employees at the time of merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [8 Contributions of employees at the time of merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.6	2.6	2.6
	Disagree	4	3.5	3.5	6.1
	Neutral	46	40.0	40.0	46.1
	Agree	45	39.1	39.1	85.2
	Strongly Agree	17	14.8	14.8	100.0
	Total	115	100.0	100.0	

The results in table 13 indicated that out of 115 respondents:

The results indicate that over (40.0%) employees are neutral about the recognition of employee contributions at the time of the merger. A significant portion (39.1%) agree, while a smaller percentage disagree (3.5%) or strongly disagrees (2.6%) with the statement.

Overall, the data suggests that there is no clear consensus among employees about the recognition of employee contributions at the time of the merger. A majority are neutral.

Table 14 My organization is committed towards its Employees.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [9 My organization is committed towards its Employees.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	6.1	6.1	6.1
	Disagree	20	17.4	17.4	23.5
	Neutral	61	53.0	53.0	76.5
	Agree	27	23.5	23.5	100.0
	Total	115	100.0	100.0	

The results in table 14 indicated that out of 115 respondents:

Over half (53.0%) of the employees are neutral on whether their organization is committed to its employees. A smaller portion (23.5%) agree, while a combined 23.5% (17.4% disagree + 6.1% strongly disagree) disagree with the statement.

Overall, the data suggests there is no clear consensus among employees about their organization's commitment to them. A majority are neutral, and there's a nearly equal split between those who agree and disagree.

Table 15 I am not satisfied with the job after the merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [10I am not satisfied with the job after the merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	4	3.5	3.5	3.5

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Valid	Disagree	42	36.5	36.5	40.0
	Neutral	48	41.7	41.7	81.7
	Agree	17	14.8	14.8	96.5
	Strongly Agree	4	3.5	3.5	100.0
	Total	115	100.0	100.0	

The results in table 15 indicated that out of 115 respondents: Over 40% of the employees (36.5% disagree + 3.5% strongly disagree) are dissatisfied with their job after the merger. A smaller portion (14.8% agree + 3.5% strongly agree) are satisfied, while a significant portion (41.7%) are neutral. Overall, the data suggests that there is a sentiment of dissatisfaction among some employees with their job after the merger. It's important to investigate the reasons behind this dissatisfaction to improve employee morale and retention.

Table 16 Employee turnover has increased after the merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [11 Employee turnover has increased after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	9	7.8	7.8	8.7
	Neutral	40	34.8	34.8	43.5
	Agree	46	40.0	40.0	83.5
	Strongly Agree	19	16.5	16.5	100.0
	Total	115	100.0	100.0	

The results in table 16 indicated that out of 115 respondents: Over 34.8% of the employees are neutral about employee turnover after the merger. A significant portion (56.5%) agree that employee turnover has increased, while a smaller percentage (8.7%) disagree. Overall, the data suggests a sentiment of increased employee turnover after the merger. It's important to investigate the reasons behind this to improve employee retention.

Table 17 Coordination among employees has increased in merged insurance.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [12Coordination among employees has increased in merged insurance.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	7.8	7.8	7.8
	Disagree	33	28.7	28.7	36.5
	Neutral	45	39.1	39.1	75.7
	Agree	26	22.6	22.6	98.3
	Strongly Agree	2	1.7	1.7	100.0
	Total	115	100.0	100.0	

The results in table 17 indicated that out of 115 respondents:

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Over 39.1% of the employees are neutral about coordination among employees after the merger. A significant portion (24.3%) agree that coordination has increased, while a smaller percentage (36.5%) disagree.

Overall, the data suggests a sentiment of increased coordination among employees after the merger. This is a positive sign, as good coordination can lead to improved productivity and efficiency.

Table 18 Personal/task conflicts have increased after merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [13Personal/task conflicts have increased after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.6	2.6	2.6
	Disagree	12	10.4	10.4	13.0
	Neutral	43	37.4	37.4	50.4
	Agree	46	40.0	40.0	90.4
	Strongly Agree	11	9.6	9.6	100.0
	Total	115	100.0	100.0	

The results in Table 18 indicated that out of 115 respondents:

Over 37.4% of the employees are neutral about personal/task conflicts after the merger. A significant portion (49.6%) agree that conflicts have increased, while a smaller percentage (13.0%) disagree.

Overall, the data suggests a sentiment of increased personal/task conflicts among employees after the merger. This is a negative sign, as conflicts can lead to decreased productivity and morale.

Table 19 Workloads have increased after merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [14Workloads have increased after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	1	.9	.9	2.6
	Neutral	12	10.4	10.4	13.0
	Agree	49	42.6	42.6	55.7
	Strongly Agree	51	44.3	44.3	100.0
	Total	115	100.0	100.0	

The results in Table 19 indicated that out of 115 respondents:

Over 10.4% of the employees are neutral about the workload increase after the merger. A significant portion (86.9%) agree that workloads have increased, while a very small percentage (2.6%) disagree.

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Overall, the data suggests a sentiment of increased workloads among employees after the merger. This is a negative sign, as increased workloads can lead to burnout and decreased productivity.

Table 20 Service quality of employees has increased after the merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [15Service quality of employees has increased after merger]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.3	4.3	4.3
	Disagree	19	16.5	16.5	20.9
	Neutral	57	49.6	49.6	70.4
	Agree	32	27.8	27.8	98.3
	Strongly Agree	2	1.7	1.7	100.0
	Total	115	100.0	100.0	

The results in Table 20 indicated that out of 115 respondents:

Over 49.6% of the employees are neutral about the service quality increase after the merger. A significant portion (29.5%) agree that service quality has increased, while a smaller percentage (20.8%) disagree.

Overall, the data suggests a neutral sentiment regarding service quality after the merger. More investigation is needed to understand the impact on customer satisfaction.

Table 21 Employees are creative at their work after merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [16Employees are creative at their work after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	9.6	9.6	9.6
	Disagree	40	34.8	34.8	44.3
	Neutral	45	39.1	39.1	83.5
	Agree	18	15.7	15.7	99.1
	Strongly Agree	1	.9	.9	100.0
	Total	115	100.0	100.0	

The results in Table 21 indicated that out of 115 respondents:

Over a third (39.1%) of the employees are neutral about employee creativity after the merger. A smaller portion (16.6% - 15.7% agree + 0.9% strongly agree) believe creativity has increased, while a larger portion (44.3% - 9.6% strongly disagree + 34.8% disagree) disagree.

Overall, the data suggests a sentiment of decreased creativity among employees after the merger. This could be due to factors like increased workloads or lack of clear direction. It's important to investigate the reasons behind this to foster a creative work environment.

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Table 22 Employees' consistency has increased after the merger

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [17Employees' consistency has increased after merger.]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.3	4.3	4.3
	Disagree	40	34.8	34.8	39.1
	Neutral	49	42.6	42.6	81.7
	Agree	21	18.3	18.3	100.0
	Total	115	100.0	100.0	

The results in Table 22 indicated that out of 115 respondents:

Over 42.6% of the employees are neutral about employee consistency after the merger. A smaller portion (18.3%) believe consistency has increased, while a larger portion (39.1% - 4.3% strongly disagree + 34.8% disagree) disagree.

Overall, the data suggests no clear consensus on employee consistency after the merger. More investigation is needed to understand the factors impacting consistency.

Table 23 Employees are efficient and effective in their work after merger.

Please tick your answer to each statement using the 5 Likert Scale. [(1) =1 (2) =2 (3) =3 (4) =4 (5) =5] [18Employees are efficient and effective in their work after merger]					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	6.1	6.1	6.1
	Disagree	13	11.3	11.3	17.4
	Neutral	62	53.9	53.9	71.3
	Agree	30	26.1	26.1	97.4
	Strongly Agree	3	2.6	2.6	100.0
	Total	115	100.0	100.0	

The results in Table 23 indicated that out of 115 respondents: Over half (53.9%) of the employees are neutral about employee efficiency and effectiveness after the merger. A significant portion (28.7% - 26.1% agree + 2.6% strongly agree) believe efficiency and effectiveness have improved, while a smaller portion 11.3% disagree) disagree.

Overall, the data suggests a lack of clear consensus on employee efficiency and effectiveness after the merger. More investigation is needed to understand the impact of the merger on productivity.

Conclusion

This study highlights the multifaceted impact of mergers on employees in the insurance sector, illustrating a blend of positive, neutral, and negative effects. While some employees express satisfaction with the potential opportunities and resources that mergers can bring, such as career advancement and access to new technology, others reveal concerns over

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increased workload, stress, and decreased coordination among teams. Many employees feel disengaged due to a lack of involvement in decision-making processes, and dissatisfaction with compensation and job satisfaction levels is prevalent. This dissatisfaction is further reflected in the high turnover rates observed post-merger, indicating a need for better employee retention strategies. Despite these challenges, the findings underscore the importance of clear and consistent communication, support for employee well-being, and efforts to create a more inclusive, engaging work environment. By focusing on improving employee satisfaction through fair compensation, workload management, and providing opportunities for involvement, organizations can mitigate the negative effects of mergers and leverage the potential benefits. The findings suggest that while mergers inherently bring disruption, with the right strategies in place, they can serve as a catalyst for growth and long-term success for both employees and the organization as a whole. Ultimately, a thoughtful and empathetic approach to managing mergers can help transform challenges into opportunities, fostering a more resilient and motivated workforce.

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