

**ROLES OF HUMAN RESOURCE IN MANAGING EMPLOYEE  
EXPECTATION INFLUENCE THE SUCCESS OF MERGER &  
ACQUISITION**



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**ROLES OF HUMAN RESOURCE IN MANAGING EMPLOYEE  
EXPECTATION INFLUENCE THE SUCCESS OF MERGER &  
ACQUISITION**

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**A project paper submitted to  
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## **ABSTRAK**

Sumber Manusia sentiasa diakui sebagai mata dan telinga bagi pihak pengurusan. Sebagai unit perantaraan, is diberi tanggungjawab besar dalam memastikan penglibatan di kalangan kakitangan di sesebuah syarikat. Oleh itu, tujuan kajian ini adalah untuk meneliti dan mendapatkan pemahaman yang lebih baik mengenai hubungan di antara peranan strategik sumber manusia sebagai pemimpin, dan pihak yang komited dalam menangani jangkaan pekerja terhadap kejayaan penggabungan dan pengambilalihan (M&A).

Kajian ini telah dilakukan di kalangan pekerja sebuah syarikat gas dan minyak. Seramai 100 pekerja langsung SapuraCrest Petroleum Berhad telah menyiapkan kaji selidik berhubung dengan jangkaan mereka setelah pengumuman mengenai penggabungan dan pengambilalihan di war war kan. Data dikumpul melalui soal selidik dan dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS). Antara semua analisis statistik yang telah di kaji, analisis regresi telah digunakan untuk menentukan yang manakah di kalangan tiga faktor; kepimpinan, komunikasi dan komitmen, mempunyai impak yang besar terhadap jangkaan pekerja.

Hasil kajian menunjukkan bahawa hanya dua daripada tiga faktor didapati mempunyai hubungan yang positif terhadap jangkaan pekerja bagi kejayaan penggabungan dan pengambilalihan. Sementara itu, komitmen pula telah menunjukkan penemuan sebaliknya.

Dapatan kajian menunjukkan bahawa untuk mengurus jangkaan pekerja, pihak pengurusan perlu memastikan bahawa sumber manusia terlibat di peringkat awal dalam sebarang process penggabungan dan pengambilalihan.

## **ABSTRACT**

Human Resource has always been acknowledged as the eyes and ears for the management. Being an intermediary, human resource was given a huge responsibility in ensuring engagement amongst the employees. Therefore, the purpose of this study is to examine and gain a better understanding on the relationship between human resource strategic roles as leader, communicator and committed party in managing employee expectation, subsequently contributes to the success of merger and acquisition (M&A).

This study was done amongst the employees of an oil & gas company. 100 direct hire of SapuraCrest Petroleum Berhad completed the survey for this study in regards to their expectation on the announcement of M&A. Data were gathered through questionnaires and was being analyzed by using Statistical Package for Social Science (SPSS). Amongst all the statistical analysis derived, regression analysis has been utilised to determine, which has the most impact to employee expectation amongst the three factors; leadership, communication and commitment. The result shows that only two out of three factors found to have positive relationship to employee expectation towards the success of M&A. Meanwhile, commitment has been observed to portray negative relationship instead.

The finding suggests that in order to manage the employee expectation in particular, the management should ensure that human resource is involved at the very early stage of M&A.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of Study.**

Merger and acquisition (M&A) has certainly become the mechanism for companies to respond to the demands of the business world. It has been since several years, a main topic for strategic literature, since its advantages in its right use can be estimated in high levels of competitive advantages for companies.

Companies that are facing changes in their organizational structures through a M&A, present important modifications in the processes, politics, values and frame of references. Each participant of this processes either the acquiring or the acquired, have to face different process and challenges. Clearly, both companies are affected part of their identity and way of doing things.

The challenges of this adaptation are more evident when the difference of core business between the both companies is more obvious. Therefore, the kind of industry is a fundamental element to understand the transition. First of all, some fields are more appropriate to realize an M&A, for instance, industries, where the economy of scale is very relevant, and much easier to be understood in term of economy. Moreover, if the companies are complementary in their own business, synergies are most likely to be reached in terms of marketing, finances and organizational goals which make it a “natural” growing process.

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