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**Identification to Oneself and to the Others:
Employees' Perceptions after a Merger**

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RALF BEBENROTH / KAI OLIVER THIELE

Identification to Oneself and to the Others: Employees' Perceptions after a Merger

WORKING PAPERS ON EAST ASIAN STUDIES, NO. 106, DUISBURG 2015

Abstract

This study sheds light on how employees identify with organizational change after a cross-border acquisition. Specifically, we tested how target and bidder employees identify against each other. We extend previous findings from the literature that both acquiring and target organizations continue to identify stronger with themselves than with the opposing side. However, self-identification for target employees shrinks down in contrast to bidder employees which remains rather stable. Also, bidder employees identify lower to targets than target employees to the bidder firm. We find that a higher self-identification leads to a higher identification towards the other group.

Furthermore, there is some evidence that motivational cultural intelligence of employees and a higher contact intensity to the other side moderate the relationship to the other groups' identification. Also, highly self-identified employees which are culturally more intelligent and with a higher contact intensity to the other group identify higher to the other group. Implications and future research directions are discussed.

Keywords

M&A, employees' perceptions, organizational identification, motivational cultural intelligence, contact intensity

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1 INTRODUCTION

In spite of the fact that cross-border mergers and acquisitions (M&As) are a common way for MNCs to enter foreign markets, the failure rate remains high (e.g., see Chen, Chang & Lin 2010; meta-analyses by King, Dalton, Daily & Covin 2004; Schlingemann & Moeller 2002). After the deal is signed, the integration period shows how successfully synergies can be realized and how well both parts of the old firms can work together in harmony to realize synergy effects (Fried, Tieg, Naughton & Ashforth 1996).

An important aspect in post-merger integration is to integrate employees in order to form a new team. The acquisition literature demonstrates inconclusive findings on how to best align HR within the M&A process (Haspeslagh & Jemison 1991: 22–27; Weber & Tarba 2010). Material resources such as computer centers are easy to transfer; however, they can also be easily imitated by competitors. A successful integration of material resources, therefore, will only result in a marginal gain that may only lead to a short-term profit. Immaterial resources, like the integration of employees or whole divisions of employees are obviously more difficult to successfully transfer and to combine in order to capture value. However, if this can be accomplished successfully, advantages against competitors are created which are difficult to imitate (Barney 1991).

To integrate employees into new structures, their identification is important to understand. Therefore, an understanding of how employees identify to their organization is critical for a successful acquisition. In this paper, our investigation is not limited to employees' perceptions of identity, but also investigate the moderating effects of motivational cultural intelligence and the contact intensity they have with employees from the other company.

We found few research articles explicitly describing different stages of organizational identifica-

tion at M&A. Knippenberg, Knippenberg, Monden & Lima (2002), for instance, analyzed bidder and target employees separately, and focused on the pre-merger and post-merger identification with data they gathered from one single survey. It remains an important contribution to put the pre-merger identification in context with the post-merger identification. We believe that examining the process through which post-merger identification evolves is very capable of adding valuable insights to current research. We follow a call by Chung et al. (2014) that multi-wave data collection is necessary, starting earlier than they did so in their research (a year and a half after the deal). We account for this with a study of analyzing one M&A over a period of three years and a total of four cross-sectional studies, thereby measuring the evolution of the employees' organizational identification over time separately for bidder and target employees.

Additionally, we extend the research by inclining employees' self-identity to the other group (e.g. old target versus new bidder firm). This will assist us in measuring in-group and out-group identification respectively. This is especially important because even after a merger, employees might still feel a strong bond to their old company, and in the worst case are unable to create a new identity to the extent that they might develop a strong in-group/out-group bias (Haunschild, Moreland & Murrell 1994). It should thus be the goal that the levels of organizational identification 'harmonize' over time in both groups. Specifically, higher self-identified employees should identify higher to the other group.

The present study focuses on organizational identification taken from psychological research area. We measure the differences between the target and bidder employees' identification to the other group. Also, we examine how employees' self-identification correlates to the other groups' identification. Besides, two more ante-

cedences are to be investigated, contact intensity of employees to the other group, and by integrating motivational cultural intelligence.

Our results are that bidder firm employees identify lower to the target than the target employees to the bidder side. Also target employees' self-identification decreases over time while that of bidder employees remains rather stable. We also find evidence that higher self-identified employees also more strongly identify to the other group, and receive partial support for our two interaction terms regarding contact intensity to the other group and motivational cultur-

al intelligence of employees. One year after the merger highly self-identified employees with a higher contact intensity tend to identify better to the other group (Thomas et al. 2008; Emerson et al. 2002). Furthermore, there is also preliminary evidence that highly self-identified employees with a high motivational cultural intelligence do identify better to the other group.

The paper is structured as follows. We proceed by first providing a theoretical background. Next we describe our methods. Then we discuss the results. The final section provides discussion and implications.

2 SOCIAL IDENTITY THEORY

Organizational identification can be analyzed in the social identity theory originated from the work of Tajfel & Turner (1979). Organizational identification in its kernel can be described as "perception of oneness with or belongingness to an organization, where the individual defines him- or herself in terms of the organization(s) in which he or she is a member" (Mael & Ashforth 1992: 104). It is an in-group versus an out-group orientation where in-group members benefit from each other.

Social identity theory can help to explain why employees negatively react to organizational changes such as mergers or acquisitions. Employees in M&A feel a threat of instability and discontinuation of routine work (Bartels et al. 2006). Also, social identity theory sheds light to classify target and bidder employees facing different pressure in overcoming biases (Amiot 2007). There is recent literature on remedies to have a more positive psychological climate. In this, Bedi et al. (2014) e.g. found evidence that ethical leadership has positive effects on identification, as well as on commitment.

Researchers deduced that a merger can negatively impact the feeling of the employees' iden-

tity, increasing the risk of rejection and conflicts among the workforce (van Dick, Ullrich & Tissington 2006) or an increased level of psychological stress (Cung et al. 2014). That leads to cultural clash undermining performance (Marmenout 2010). Previous research and meta-analyses have revealed that high levels of identification should be beneficial to the firm and linked to an improved work motivation, job performance, or a lower attrition (Haslam 2004; Riketta 2005; van Dick 2004). However, it is important to note that over-identification leads to a lower identification (Dukerich, Kramer & Parks 1998).

Theoretical and empirical work on organizational identification relates to other, separate constructs, like to organizational commitment. These two constructs are similar, but do not relate to the same psychological dimensions. Organizational commitment is rather a consequence of identification (Ashforth & Mael 1989). In fact, even if employees are not committed to their current work, they may still show an in-group identification towards their company or work-group.

Prior studies on employees' attitudes at M&As often put both employee groups (from the bid-

der and the target) together (arguably) in order to have a larger sample size (e.g. Bartels, Douwes, Jong & Pruyn 2006; van Dick et al. 2006), thereby neglecting the chance to account for group heterogeneity. In fact, as much as there can be deviations between employees' organizational identification and work-group identification (van Knippenberg & van Schie 2000), there can be deviations between group membership-induced levels of identification and the relative importance of key success drivers in explaining them.

Employees should initially identify themselves more with their own institution than with the other firm. In an acquisition, bidder firm employees are in the leading role and dominate the relationship. As a result, their level of identification to themselves (in-group identification) should be higher and remain stable as post-merger integration ages, while they should exhibit a fairly low level of identification to the target company (out-group identification). This leads us to our first hypothesis:

Hypothesis 1: Bidder firm employees identify less to the target than the target employees identify to the bidder firm.

When taken over, the target employees' in-group identification will be at stake, and in all likelihood this will result in an inflated identification to their former company. The degree of the target firm employees' identification should thus be higher than that exhibited by the employees of the bidder firm. Over time, a surge in identification with the bidder company should coincide with a decline in identification to the target company.

Previous research on pre- and post-merger identification has shown that in-group identification serves as a positive correlate to out-group identification (e.g. Bartels et al. 2006). This leads us to our second hypothesis:

Hypothesis 2: Higher self-identification leads to a higher identification to the other group.

When turning one's view to possible factors impelling the relationship between in-group-out-group identification we may be tempted to think about some form of cultural openness towards new encounters. The concept of motivational cultural intelligence is considered a special type of intrinsic motivation found in cross-cultural situations and relates to an individual's "confidence and interest in novel things" (Van Dyne, Ang & Koh 2008). Particularly in the case of an acquisition, motivational cultural intelligence should therefore play a role in shaping how openly people enjoy an interaction with their counterparts. Culturally more open employees, therefore, should better identify with the other group. This would apply to cross-border deals that are more intense due to cultural differences between bidder and target employees (Reynolds & Teerikangas, in press). This leads us to our third hypothesis:

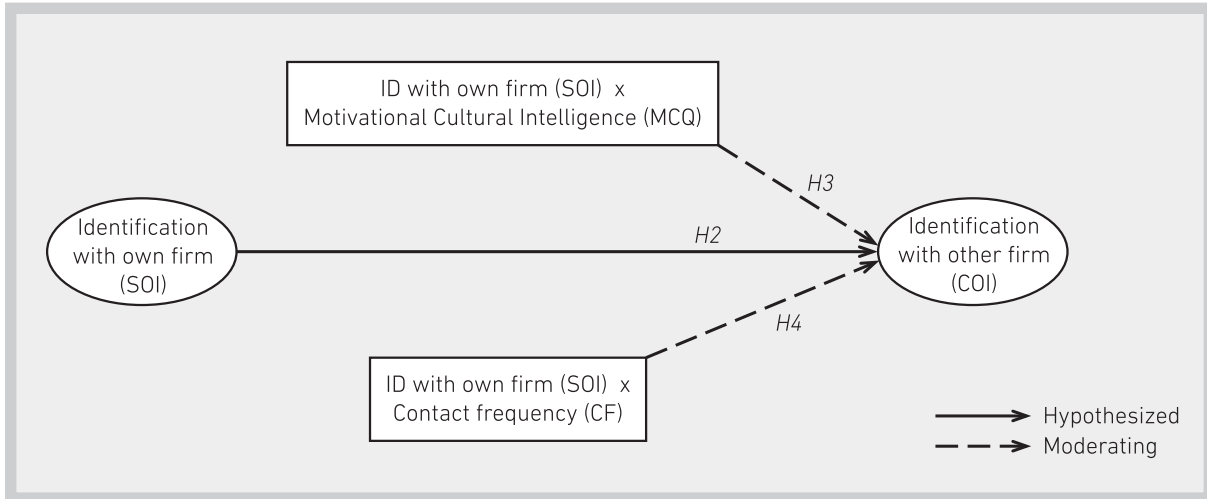
Hypothesis 3: Highly self-identified employees with a higher motivational cultural intelligence identify more strongly with the other group.

Moreover, it seems reasonable to expect that employees who experienced a higher contact intensity are likely to identify with the other side more, since they have the opportunity to lower prejudices against their counterparts (Haunschild et al. 1994). Bartels et al. (2006) indirectly accounted for contact intensity by dividing people *a priori* in (non-)directly affected groups based on their *physical* work locations. Some studies focusing on virtual alliances however, argue that a contact intensity above a certain threshold (i.e. high contact between employee and organization) is not required in order to shape an organizational identity (Wiesenfeld, Raghuram & Garud 2001). We argue in line with studies that 'physical contact' of employees to the other group is necessary in order to feel higher identified to the other group. Thereby contact frequency with the other side will most likely affect highly self-identified employees' identification with their counterparts. It serves as a catalyst for the relationship between in-group and out-group identification. This leads us to our fourth hypothesis:

Hypothesis 4: Highly self-identified employees with a higher contact intensity identify more strongly with the other group.

Our hypotheses 2, 3 and 4 can be summarized graphically as in Figure 1 and contain main and interaction effects.

Figure 1: Model under observation



3 METHODS

3.1 SAMPLE AND PROCEDURE

Studies conducted on M&A research mainly rely on data provided by a single key informant per merger case, a methodology entailing risks that should not be taken lightly, particularly when investigating about success drivers concerning the employees' view. Therefore, to canvass the employees' perceptions, we decided to rely on a quantitative case study, which will provide a revealing insight into the psychological processes of employees, harvested from a cohort affected by the same stimulus. We also manage to extend previous "one-time questionnaire" (e.g. Bartels et al. 2006) and "two-time questionnaire" studies (e.g. Gerpott & Neubauer 2011; Meglio & Risberg 2010) by offering results of four surveys about a single M&A case.

The bidder is a German firm in the technical testing device industry and the target is a Japanese firm within the same industry. A special characteristic of the deal is that it was accomplished by the Japan-based German subsidiary

in Tokyo which enjoys a high degree of autonomy. The leading executive manager (CEO) of the Japan-based German subsidiary which became the leading manager at the new firm is a German who has been living in Japan for many years and speaks the Japanese language fluently. Around eight other managers at the German subsidiary are non-Japanese, but they also have significant knowledge about Japan. Even the Japanese managers at the German bidder firm have worked at the subsidiary for many years and thus show a high degree of influence of the German culture. The context of this study deals therefore in a rather "culturally German" environment (direct communication, brief time spent in meetings). This is reflected by the remaining Japanese work environment of the acquired firm, where meetings took much longer, and the decision-making process was more complicated as decision could not be made without first gaining consent from others. Therefore, we consider it a fruitful way to study this setting since the two firms' employees may be affected differently by the acquisition.

The survey was administered in four rounds. Specifically, a link to the internet-based questionnaire was sent out by the top management of the new firm to all of its employees, divided into old and new firm members. A first round of the survey was distributed in July 2012 shortly after the official announcement of the takeover. After the announcement changes affected areas such as project sales team and project engineering. The second round of our questionnaire distribution took place nearly six months later in December of 2012 after some strategic changes were implemented at the target firm. By this point in time some of the previous target employees moved to the bigger office at the bidder firm. Also, some of the product lines for testing devices were merged. However, they did not move to the bidder side but to the (now smaller but still existing) target location. The third round of the survey was sent out and collected in August of 2013, over a year after the transaction. The fourth round of questionnaires was sent out in June 2015, around three years after the acquisition.

Before each round, the leader of the German subsidiary as well as the previous owner of the Japanese target firm personally reminded all employees to participate in the survey. In the first round 102 employees responded to the announcement following the second reminder and took the survey. In this instance an unusually high number of 68 respondents from the target firm (out of 72 employees) and 34 respondents from the bidder firm (out of 120 employees) replied to the first call. In follow-up interviews it was clear that the previous Japanese owner, a still highly respected person under Japanese employees of the target, requested everyone to participate in the survey. At the second round a total of 99 employees responded (61 from the target side and 38 from the bidder side). The third round had a participation rate of 110 respondents due primarily to a much higher participation rate at the bidder firm. 61 and 49 employees from the target and the bidder firm respective-

ly responded. At the fourth round, we received a balanced sample of 55 target responses as well as 55 bidder employee responses. Once again, follow-up interviews revealed that the German top manager personally requested in several meetings all bidder firm employees to participate in order to gain some meaningful results, and to understand how his employees felt about the acquisition and their treatment (Table 7 in Appendix).

3.2 MEASURES

The construct "organizational identification" was measured with five items as revised from the organizational identification questionnaire (Cheney 1983), but adapted to the M&A context. In order to account for the psychological proximity to the bidder respective to the target, we asked both parties five questions about the identification to themselves (e.g. the bidder firm) followed by the revised questions regarding their identification to the other group (e.g. the target firm). This method is in line with the procedure conducted by van Knippenberg and van Schie (2000), as they examined variations in organizational identification and work group identification in the same way.

Motivational cultural intelligence was measured using five-items derived from Van Dyne et al. (2008) and contained questions like "I enjoy interacting with people from different cultures".

Examinations of studies that measure contact frequency did not bring to light a specific scale developed for employee encounters during mergers. For that reason we measured contact frequency directly, and relied on a single-item with the question "I get in touch very often with people from [the other company]". Although single-item measures are generally non-favorable, we believe employees should be able to evaluate their perceived level of contact frequency quite accurately. All items were measured with usual Likert scale from "1 = not agree at all" to "5 = fully agree".

4 RESULTS

When looking at the self-identification (SOI) and counterpart-identification (COI) as averages over all surveys, we found that SOI is around 3.57 substantially higher than COI with 3.05 (Table 1). By taking a closer look we observe that there seem to be differences between both groups in their SOI and COI levels. While the bidder employees identify with themselves well (SOI = 3.43), they show a low degree of identification to the target firm (COI = 2.77). The target employees display an overall identification well above that of the bidder employees: Not only do they identify with themselves highly across all surveys (SOI = 3.68), but they also show a high level of COI above the bidder firm (COI = 3.26). In fact, during all surveys the target identification was well above the bidder identification. In order to validate whether these differences in means are meaningful, we conducted one-sided t-tests (Table 4), of which the results indicated that all differences were indeed significant. Hypothesis 1, therefore, is supported.

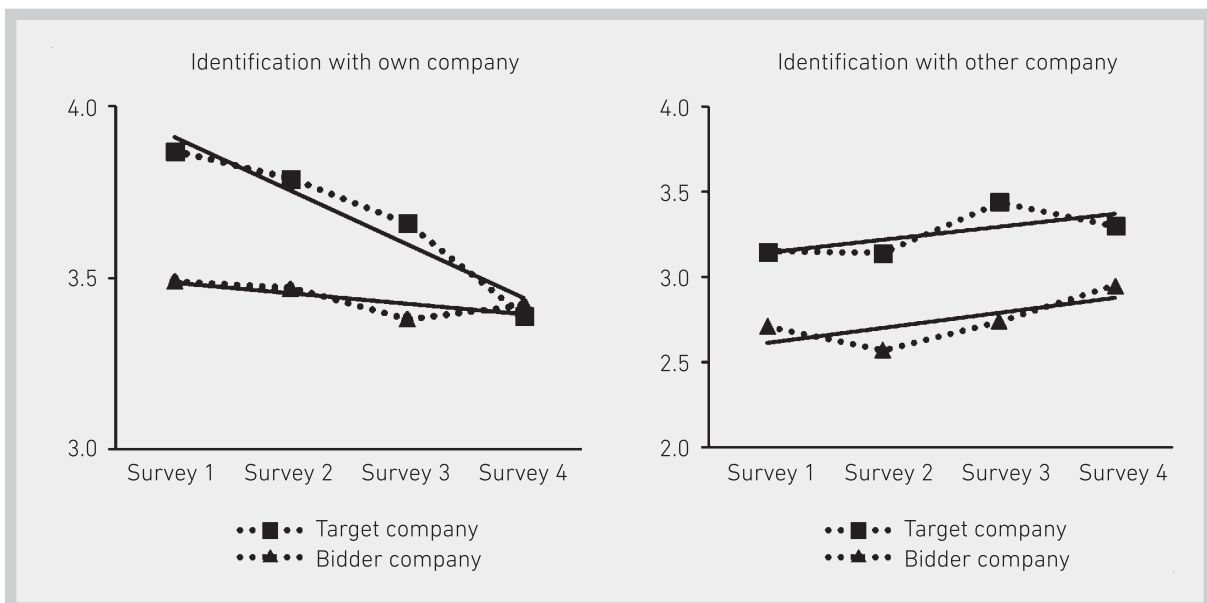
As a next step we observed the development over time in more detail and tried to uncover possible interaction effects between observa-

Table 1: Identification with the own firm; bold numbers represent row and column averages

	OI with own firm	OI with counterpart	$\bar{\theta}$
Bidder	3.43	2.77	3.10
Survey 1	3.49	2.71	3.10
Survey 2	3.47	2.57	3.02
Survey 3	3.38	2.74	3.06
Survey 4	3.42	2.95	3.18
Target	3.68	3.26	3.47
Survey 1	3.87	3.15	3.51
Survey 2	3.79	3.14	3.46
Survey 3	3.66	3.44	3.55
Survey 4	3.39	3.30	3.35
Overall	3.57	3.05	3.31

tions in time. If we examine the trajectories at hand (Figure 2), we find that self-identification for the bidder company remained rather stable, while the self-identification for the target company experienced a drop from 3.87, down to 3.39 at survey point four. We find a slight increase by the bidder employees to identify with the target group, which prima facie does not seem to completely compensate for the drop in SOI. The regression lines in Figure 2 indicate that iden-

Figure 2: Trajectories of bidder and target identification with straight line as regression line



tification to the other group is different for bidder and target employees. There is statistically a significant difference (Table 4). However, we could not detect interaction effects when applying a generalized linear model, indicating that the drop in SOI and COI is caused by the main effects only.

In the following step we directed our attention to Hypothesis 2, 3 and 4, and analyzed our data in a structural equation model as found in Figure 1. We chose partial least squares structural equation modeling (PLS-SEM) as the method of choice, given we have less than 250 observations (Reinartz, Haenlein & Henseler 2009) and measured the items reflectively. All quality criteria are well above the recommended thresholds including Cronbach's alpha, Fornell Larcker criterion, and the AVEs, except for motivational cultural intelligence, whose loadings are in some instances surprisingly weak. Given the recommended boundaries and recommendations by

experts on the field as well as the fact that we have four cross-sectional studies, we can nevertheless evaluate our model results without restrictions (Hair, Hult, Ringle & Sarstedt 2014).

The results clearly depict high and significant correlations between self-identification and identification to the other group with R^2 well above 0.4 in all surveys (Table 3), supporting Hypothesis 2. Except for survey three (0.22), motivational cultural intelligence does not seem to have a significant impact on SOI, neither as a main, nor as a moderator for SOI, thus only partially supporting Hypothesis 3.

On the contrary, we find a significant moderating effect of contact frequency on SOI in survey three (0.22) and four (0.19), indicating that high levels of contact amplified the effect of SOI on COI. We also find a significant main effect of contact frequency in survey four (0.23), also partly supporting Hypothesis 4.

5 DISCUSSION AND IMPLICATIONS

A post-integration success of a cross-border acquisition hinges strongly on the ability of both sides to integrate into a new firm. For this, both sides have to identify with the new firm, this means, (previous) bidder employees have to identify with the (previous) target side and vice versa. In order to better understand organizational identification, we investigated how strongly both groups identify with each other.

We see that bidder employees' self-identity is on average lower than that of target employees. Bidder employees also identify relatively low to the target. Also, bidder firm employees have a relatively stable self-identity during all three runs, while target employees' self-identity decreases as the integration period ages.

We provide evidence that there is a difference in target and bidder firm employees' self-iden-

tification, and in their identification to the other side. Managers should not only focus on treatment of target employees, but must also give their (own) bidder employees guidance to maintain identification to the target. Present findings add to our understanding that the impact of employees' self-identification has consequences to their identification to the other group. It warrants the conclusion that better self-identified employees tend to better identify to the other group.

Our theoretical contributions are in line to the social identity theory. Our results confirm that there is an in-group bias of employees' identification. This study can be considered as a further attempt of studies e.g. undertaken by van Leeuwen et al. (2003) and Bartels et al. (2006) that in-group identities remain stable in post-merger integration processes. Also, it was apparent that there is a group similarity, in that both sides

identified themselves less to the other group. For all observations during the three years, bidder employees always maintained a negative organizational identification to the target, while the target employees were still positive with their organizational identification to the bidder firm. A year after the deal however, target employees began to identify less to their own firm and higher to the new firm. Bidder employees on the other hand, showed only a low organizational identification to the target, which only gradually increased over time.

The changes in organizational identification conform social identity theory that time weakens the impact of in-group bias. Also, most of our results become significant starting one year after the deal was closed. The in-group bias of the bidder is stronger because of their superiority feeling to having overtaken the target (Roll 1986). These results are in line to Koerniadi et al. (2015) which found evidence that stock overvaluation at a firm may give incentives to managers to acquire firms with a high risk. The target employees' self-identity however was unexpectedly high at the first observation right after the deal. Reasons for this may lay in the constitution of the Japanese mentality, which lends to a rather tight in-group behavior of employees. A decrease for self-identity was measured for target employees because as time goes by they are increasingly integrated into the bidder firm.

We offer also some practical implications. It warrants conclusion that self-identification decreased at the target stronger than that of the bidder, which remained quite stable. Also, a higher self-identification leads to a higher identification to the other side. In order to have a functioning firm with synergies between new and old groups, management must focus on increasing employees' self-identification in order to have a higher identification to the other side. Top management at the bidder firm should become more sensitive, not only in establishing a high self-identity of target firm employees, but especially to their own firms' employees. The

target firm employees should not feel as if they are defeated, or that they are "losers" in the deal. In contrast, if target firm employees identify too strongly with themselves, they may build again an in-group bias.

It is also important to mention that a successful integration can be complemented by personnel transfers. Employee transfers are especially important for realizing synergies following an acquisition (Aguilera & Dencker 2004). Managers from the bidder firm will then move into the target firm for several plausible reasons. They

Table 2: Quality criteria for the measurement model

Construct	Indicator	Loading	CR	t = 1		
				Cronbach's α	AVE	FL
Identification with own company (SOI)	BI1	0.80	0.87	0.88	0.74	✓
	BI2	0.87				
	BI3	0.62				
	BI4	0.85				
	BI5	0.77				
Identification with other company (COI)	TI1	0.73	0.92	0.92	0.82	✓
	TI2	0.82				
	TI3	0.87				
	TI4	0.89				
	TI5	0.68				
Motivational Cultural Intelligence (Cult)	CI1	0.85	0.91	0.87	0.47	✓
	CI2	0.38				
	CI3	0.62				
	CI4	0.84				
	CI5	0.64				

Notes: CR = Composite Reliability; AVE = Average Variance Extracted;

Table 3: Path coefficients and significance levels ($R^2 = 0.43, 0.51,$

	Path coefficient	t = 1	
		T-value	P-value
Contact frequency (Contact)	0.12	1.37	0.17
Motivational Cultural Intelligence (Cult)	0.12	0.78	0.44
Self-identity (SOI)	0.54***	4.91	0.00
Contact × SOI	0.12	0.82	0.41
Cult × SOI	0.10	0.87	0.39

Note: *** = 1 %; ** = 5 %; * = 10 % confidence level

could help to coordinate between the bidder and the target, or to be in charge to manage the target firm. Prior research suggests that personnel transfers have a positive effect on the success of the new firm (Fugate, Kinicki & Scheck 2002). Irrespective of whether personnel transfers take place or not, it is important that employees feel that they are treated in a fair manner (Bebenroth & Thiele 2015). This is likely to positively affect their identification to the new organization.

Despite the above contributions, our study has its own limitations. Our analysis treated all employ-

ees the same. Even if we included their contact intensity to the other side, we could not investigate their methods of communication. We do not know if employees faced more physical contact, or may have been only in a distant contact to the other group. That means that while some employees needed to switch their location, others may have just had many telephone conferences with the other side. While the first group may see more involvement as a negative procedure, the latter group may see more positive outcomes. Also we tested contact intensity by only asking one question. Furthermore, we were not able

Loading	t = 2				t = 3					t = 4				
	CR	Cronbach's α	AVE	FL	Loading	CR	Cronbach's α	AVE	FL	Loading	CR	Cronbach's α	AVE	FL
0.74	0.87	0.81	0.57	✓	0.77	0.90	0.86	0.65	✓	0.65	0.87	0.81	0.58	✓
0.85					0.88					0.84				
0.62					0.75					0.67				
0.79					0.84					0.86				
0.76					0.79					0.75				
0.72	0.91	0.87	0.67	✓	0.86	0.94	0.92	0.75	✓	0.77	0.91	0.87	0.66	✓
0.86					0.91					0.88				
0.83					0.87					0.77				
0.89					0.88					0.86				
0.78					0.82					0.79				
0.70	0.92	0.90	0.69	✓	0.93	0.94	0.93	0.75	✓	0.22	0.73	0.93	0.38	✓
0.83					0.77					0.77				
0.85					0.87					0.54				
0.91					0.93					0.52				
0.84					0.80					0.85				

FL = Fornell Larcker criterion

0.53, 0.59)

Path coefficient	t = 2		t = 3			t = 4		
	T-value	P-value	Path coefficient	T-value	P-value	Path coefficient	T-value	P-value
0.11	1.30	0.20	0.07	0.83	0.41	0.23***	3.62	0.00
0.11	0.90	0.37	-0.06	0.44	0.66	-0.17*	1.71	0.09
0.56***	7.88	0.00	0.66***	8.60	0.00	0.70***	9.79	0.00
0.15	1.29	0.20	0.22**	1.93	0.05	0.19**	2.20	0.03
0.30	1.08	0.28	0.19**	2.00	0.05	0.02	0.13	0.90

to track all four rounds of the questionnaires to each participant to conduct a longitudinal study. We therefore have four cross-sectional studies. Also the questionnaire relies on a self-response bias as we ask employees to report about their own perceptions of their identification.

In spite of the above limitations, this research is conducted in a unique setting with a relatively high response rate from the target. This paper is thus expected to enhance and enrich the literature on identification research at M&A post integration period.

Table 4: Mean comparison of identification with the other firm (COI): T-Test for independent samples (one-sided)

		Mean bidder	Mean target	F	Significance	T	df	Sig. (2-sided)
Survey 1	Equal variances	2.714	3.151	0.031	0.860	-2.758	83	0.00
Survey 2	Unequal variances	2.569	3.140	5.865	0.017	-3.473	60.263	0.00
Survey 3	Unequal variances	2.740	3.442	6.969	0.010	-4.247	78.799	0.00
Survey 4	Equal variances	2.947	3.302	0.778	0.380	-2.407	108	0.02

Table 5: Generalized linear model with SOI and COI as dependent variable

		Squared sums of type III	df	Squared average	F	Sig.	Partial eta squared
Survey	SOI	4.631	3	1.544	3.322	0.020	0.025
	COI	4.770	3	1.590	2.756	0.042	0.021
Company	SOI	5.238	1	5.238	11.272	0.001	0.028
	COI	25.124	1	25.124	43.550	0.000	0.102
Survey * company	SOI	2.454	3	0.818	1.761	0.154	0.014
	COI	1.788	3	0.596	1.033	0.378	0.008

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APPENDIX

Table 6: Measurement Models

Latent Variable	Indicator	Reflective Measures
Identification with own company	BI1	[the bidder] successes are my success
	BI2	When someone praises [the bidder], it feels like a personal compliment
	BI3	If a story in the media criticizes [the bidder], I would feel embarrassed
	BI4	When someone criticizes [the bidder], it feels like a personal insult
	BI5	I am very interested in what other think about [the bidder]
Identification with other company	TI1	[the target's] successes are my success
	TI2	When someone praises [the target], it feels like a personal compliment
	TI3	If a story in the media criticizes [the target], I would feel embarrassed
	TI4	When someone criticizes [the target], it feels like a personal insult
	TI5	I am very interested in what other think about [the target]
Contact frequency	CF1	I get in touch very often with people from [the other company]
Motivational Cultural Intelligence	CI1	I enjoy interacting with people from different cultures
	CI2	I am confident that I can socialize with locals in a culture that is unfamiliar to me
	CI3	I am sure I can deal with stresses of adjusting to a culture that is new to me
	CI4	I enjoy living in cultures that are unfamiliar to me
	CI5	I am confident that I can get accustomed to the shopping conditions in a different culture

Notes: Items for organizational identification are adapted from the OI questionnaire by Cheney (1983). Motivational cultural intelligence (MCQ) was retrieved from Van Dyne et al. (2008).

Table 7: Descriptive Statistics

Firm years	Bidder	Target	Overall	Age category	Bidder	Target	Overall	Sex	Bidder	Target	Overall
Round 1	34	52	86	Round 1	34	52	86	Round 1	34	52	86
under 1	7	5	12	< 30 years	2	15	17	male	20	44	64
under 5	13	9	22	31–40 years	14	18	32	female	11	7	18
under 10	8	16	24	41–50 years	13	17	30	missing	3	1	4
under 15	4	11	15	51–60 years	3	2	5				
over 16	0	11	11	missing	2	0	2				
missing	2	0	2								
Round 2	38	59	97	Round 2	38	59	97	Round 2	38	59	97
under 1	6	4	10	< 30 years	1	18	19	male	19	47	66
under 5	16	10	26	31–40 years	14	21	35	female	14	12	26
under 10	7	23	30	41–50 years	16	18	34	missing	5	0	5
under 15	3	12	15	51–60 years	3	2	5				
over 16	1	10	11	missing	4	0	4				
missing	5	0	5								
Round 3	49	57	106	Round 3	49	57	106	Round 3	49	57	106
under 1	9	5	14	< 30 years	2	19	21	male	26	46	72
under 5	19	12	31	31–40 years	22	19	41	female	20	10	30
under 10	12	16	28	41–50 years	18	17	35	missing	3	1	4
under 15	5	11	16	51–60 years	4	2	6				
over 16	1	13	14	> 61 years	1	0	1				
missing	3	0	3	missing	2	0	2				
Round 4	55	55	110	Round 4	55	55	110	Round 4	55	55	110
under 1	2	0	2	< 30 years	0	17	17	male	35	46	81
under 5	28	15	43	31–40 years	24	12	36	female	18	8	26
under 10	14	13	27	41–50 years	22	21	43	missing	2	1	3
under 15	7	14	21	51–60 years	8	4	12				
over 16	2	12	14	> 61 years	0	0	0				
missing	2	1	3	missing	1	1	2				

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