研究成果の概要（和文）：この研究は、合併と買収が対象として、日本企業の継続的な経営活動に対する役割を明らかにすることを目指しています。特に、合併と買収が行なわれた企業の従業員の見解を調査し、それらの視点が不透明な問題点を多く見つけることを目的としています。これらの観点の例として、合併と買収が行われた企業の従業員の見解を調査し、その視点が不透明な問題点を多く見つけることを目的としています。これらの観点の例として、合併と買収が行われた企業の従業員の見解を調査し、その視点が不透明な問題点を多く見つけることを目的としています。

研究成果の概要（英文）：The objective of this study is to clarify the role of M&A activities on the long-term operations of Japanese firms. The research focuses on the perspectives of employees who have been involved in M&A activities. The study aims to identify the blind spots in the perspectives, which have not been transparent.

研究分野：人的資源管理

キーワード：合併 買収 統合
Research on post-merger integration issues at M&A

Aim of my research is to shed more light on problems and challenges of Japanese takeovers and the challenges, Japanese firms face at the integration period, to integrate non-Japanese employees.

I studied M&A issues by establishing questionnaire research for a takeover of a Japanese steel manufacturer to overtake a German engineering firm with about 230 employees.

I conducted some expert interviews and then, sent out a questionnaire twice. First time, I asked German employees how they felt to be taken over by the Japanese steel manufacturer. Second time, exactly, one year later, I asked the same employees again, how their feeling changed.

Besides, this study with the German engineering firm as a target, I also investigated by interview research about targets in Australia with my colleague from University of Newcastle, I was visiting twice in this time. In Australia, however, I was not able to get questionnaires to send to the firms as it is unusual to do in Australia. Also, sending out questionnaires in Australia was difficult as my colleague of Newcastle University faced problems to conduct questionnaire research.

On a wide range, I had intriguing findings published in several publications in internationally listed and refereed journals. One finding is that identification of target employees to their firm still changed from the second to the third year after the deal event.

I also reached new ground on justice perceptions of target employees at the acquisition. In different studies, I researched on how language differences and a common corporate language such as English effects satisfaction of employees.

In the full three years, I published many papers and presented many papers at leading conferences all over the world, especially on perceptions of target employees. It is to say, that non-Japanese target employees are not automatically understand the Japanese bidder behavior. This leads often to serious problems at the integration period and becomes very costly for Japanese bidder firms.

From the time period of 2016 (start of the kaken period) to now (June 11th 2019), I have published 18 (eighteen!) papers, including four forthcoming papers.

I list my publications from 2016 to now (June 10th 2019) below:


（学会発表）（計 12件）
I have not written down presentations for the year 2018 but stopped to do that in 2017. The two years of 2016 and 2017, I presented at least 13 different papers, or amended papers mostly at international conferences.

The papers and the presentations I gave can be seen all under: 以下もご覧ください
I list the presentations below:
• Communication Goal Structure as Imperative for Operative Integration Success at M&A. Technische Universität Hamburg-Harburg August 1st 2017

• Opportunities for Scientific Research and Publishing in Japan. Hamburg-Harburg Technical University, August 3rd 2017

• Japanese Bidder and German Target: Communication and Success. Gothenburg University, Sweden, Aug. 22nd 2017

• Communication Matters at M&A. National Tsing Hua University, Taichu, Taiwan. March 22nd 2017

• Best Paper Award: Communication Goal Structure as Imperative for Target Employees’ Perceived Operative Post-Acquisition Integration Success. Society and Interdisciplinary Business Research Conference: Kuala Lumpur, Malaysia, Febr. 4th 2017

• International Business: Comparison of Mergers and Acquisitions in Europe and Japan. Invited presentation at: Oita University, Kyushu, Dec. 22nd 2016

• German Citizens, Language and Challenges of Immigrants. KLVW, Oct. 21st 2016

• Japanese M&A. Ryukoku University. Invited presentation, Oct. 5th 2016

• Identification to Oneself and to the Others: Employees’ Perceptions After a Merger. Academy of International Business, New Orleans, Interactive Session. July 1st 2016


• International Business Mergers and Acquisitions in Japan: Implications for HRM.
6. 研究組織


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