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研究課題名(英文) Outbound Japanese M&A and Target Employees

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研究成果の概要(和文)：この研究費は、合併と買収と従業員について行いました。研究目的は予定通りに出来ました。結果として、日本企業は外国の従業員を統合する問題点が多く見つけた。それは言葉の以外の問題点でした。いろいろな執筆を出来ました。さて、2018年だけに論文6つ、それから5つの論文は外国雑誌とレファリーでした。その一方、さまざまな報告しました。研究報告は日本に以外、ドイツとオーストラリアとアメリカ等。

研究成果の学術的意義や社会的意義

研究目的として海外に行う日本の企業に調査しました。この研究は、目的通りドイツとオーストラリアにやりました。そのため研究のために、ドイツとオーストラリアに行って参りました。ドイツはアンケート調査を行ったとオーストラリアでは共同研究を行いました。すべて、さまざまな研究を出来ました。

研究成果の概要(英文)：I studied outbound M&A activities of Japanese firms in regard to employee perspectives. Alone in the year of 2019, I will publish 6 articles, 5 of them at listed international and blind reviewed journals. As I promised in my application, I interviewed the German target firm, overtaken by a Japanese steel maker and there were several other outputs, I could publish. Also, I attended international conferences covered by Kaken support.

研究分野：人的資源管理

キーワード：合併 買収 統合

様式 C - 19、F - 19 - 1、Z - 19、CK - 19 (共通)

1 . 研究開始当初の背景

Research on post-merger integration issues at M&A

2 . 研究の目的

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.

3 . 研究の方法

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.

4 . 研究成果

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.

5 . 主な発表論文等

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.

[雑誌論文](計 18 件)

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:

- Lara Makowski-Komura and Ralf Bebenroth: Job Satisfaction of Returnees to Japan, International Journal of HR Development and Management, forthcoming, accepted 16.5.2019
- Kashif Ahmed and Ralf Bebenroth: Acquisition behavior of emerging and developed market multinationals. Organizations and Markets in Emerging Economies, forthcoming, accepted May 5th 2018
- Kashif Ahmed and Ralf Bebenroth: Do company size and strategy matter in the choice of partial or full acquisitions? Journal for global business advancement (jgba), forthcoming, accepted May 8th 2019
- Ralf Bebenroth and Jose Berengues: New Hires'Job Satisfaction Time Trajectory" to International Journal of HR Development and Management, forthcoming, accepted Dec. 12th 2018.
- Lara Makowski and Ralf Bebenroth (2019): Effect of Language Skills and Cultural Sensitivity on Performance Satisfaction: A Case of a European-Japanese Joint Venture. European Journal of Social Sciences, published at Vol. 57, Issue 4, 393-407.
- Ralf Bebenroth (2019): Hibaishu kigyō no jugyōin ni okeru identification no henka (written in Japanese, not blind reviewed) Change of target employees' identification. Kokumin Keizai zashi (Journal of Economics and Business Administration), Febr, 219,2, 25-37
- Bebenroth, R., & Bartnik, R. (2018). Case 4: Japanese Cross Border M&A and German Target Employee Alienation Issues. In: Strategic Human Resource Management and Employment Relations (pp. 175-180). Springer, Singapore.

- Mathews, S. W., Maruyama, M., Sakurai, Y., Bebenroth, R., Luck, E., Chen, H. L., & Franco, E. (2018). Internet resources and capabilities: Japanese SME risk-taking, industry and performance. *Asia Pacific Business Review*, 24(5), 675-692.
- Ismail, M. Raba'ah Hamzah, S. Bebenroth, R. (2018) Differentiating knowledge transfer and technology transfer: What should an organizational manager need to know?, *European Journal of Training and Development*, <https://doi.org/10.1108/EJTD-04-2018-0042>
- Bebenroth, R. and Ismail, M.: Changes in Target Employees' Old and Current Organizational Identification and the Impact of Motivational Cultural Intelligence. *European Journal of Social Sciences* ISSN 1450-2267 Vol. 56 No 4 July, 2018, pp. 403-415
- Malik, A., & Bebenroth, R. (2018). Mind your language!: Role of language in strategic partnerships and post-merger integration. *Journal of Global Operations and Strategic Sourcing*, *Emerald Journal*, 11(2), 202-223.
- Goehlich, R.A. and Bebenroth, R. Pilots' perceptions of justice and job identification', *World Review of Intermodal Transportation Research*, 2017, Vol. 6, No. 4, pp.291–305.
- Bebenroth, R. Chen, F. US-Cross-Border Acquisitions by Japanese Firms. Lessons to be learned from the Late 1980s. *International Journal of Engineering Technologies and Management Research*. ISSN: 2454-1907, 2017, 4 (11), 48-58.
- Bebenroth, R. and Thiele, K.O: When Organizational Justice Matters for Affective Merger Commitment. *Thunderbird International Business Review*, (TIBR), 2017, 59 (2), 227-241.)
- Bebenroth, R. Baishu sareta Nikkei Kigyoin ni okeru juugyoin: Shinriteki na joukyou. *Kokumin Keizai Zashi*, 2016, 214, 6, Dec. 1-18.
- Ismail, M., and Bebenroth, R. Organizational justice and organizational identification of millennials in mergers and acquisitions: a conceptual framework. *European Journal of Social Sciences*, 2016, 51(4), 397-409.
- Ismail, M., Baki, N. U., Omar, Z., and Bebenroth, R. Organizational Identification as Perceived by Merger and Acquisition Employees. *Global Business and Management Research*, 2016, 8(3), 29.
- Bebenroth, R. Kokusaiteki M&A to jinteki shigenkanri. In: Sekiguchi, Iguchi, Takeuchi: Kokuseiteki shigen kanri. Chuo-Keizai, Chapter 14th, 2016, p. 216-229.
- Bebenroth, R., Ismail, M., & Sekiguchi, T. Target firm employee perceptions of procedural and interpersonal justice. *Human Systems Management*, 2016, 35 (3), 165-173.

[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: www.bebenroth.eu

I list the presentations below:

- Communication Goal Structure as Imperative for Operative Integration Success at M&A. Technische Universitaet 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. KLWV, 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
- Japanese M&A. Ryoso-Kai, Kobe, May 11th 2016.
- International Business Mergers and Acquisitions in Japan: Implications for HRM.

(Book-presentation) University of Newcastle, Australia, February 8th 2016.

〔その他〕
ホームページ等

6. 研究組織

I belong to several conferences, Japanese and non-Japanese, e.g. 日本経営学会.

(1) 研究分担者

研究分担者氏名：

ローマ字氏名：

所属研究機関名：

部局名：

職名：

研究者番号（8桁）：

(2) 研究協力者

研究協力者氏名： Ashish Malik and Roman Bartnik.

ローマ字氏名： ミック・アッシシュとローマン・バトニック

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