

The Perception of Emotion After Acquisition of Hospitality Industry in Brunei

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Abstract--- *The main purpose of this paper is to examine the emotional response of the employee after an acquisition; the goal is to provide useful information for Parkview Hotel's management team on how they could evaluate change processes in the future. This study included research design as a field study using survey methodology. The study conducted at a Parkview Hotel in Brunei Darussalam, particularly in the Room Division and Food and Beverage Division. In this study, research design includes a causal relationship between two or more variables. The feeling of meaningfulness and safety has a positive impact on employee perspective as categorized as high by the average score, respectively (4.08) for meaningfulness and (4.03) for safety. The limitations of this research are mainly linked to the use of the list of eight factors that was made on the basis of the existing emotion literature to attempt to include factors, especially important for service employees in the hospitality industry. The list appears to cover the most important antecedents of emotion. However, as the knowledge regarding the specific drivers of emotion for this group of employees is limited, there is a risk that some important drivers were not included in the list. Based on the reported results, management can deliver specific recommendations regarding which areas of the employee need to pay more attention to in order to improve performance of the employee, and in order to be a better work place. This paper brings to light original and valuable findings related to the perception of the employee after showing expected results in terms of emotion after acquisition.*

Keywords--- *Employee Emotion, Acquisition, Psychological Meaningfulness, Psychological Safety.*

I. INTRODUCTION

The experience of working in a company that goes through a merger and acquisition (M&A) process is frequently perceived as traumatic by its employees, mainly in terms of increased uncertainty and stress (Hilal, 2013). Consequently, the organization can be negatively affected in various degrees, depending on how well it is prepared to promptly react and manage the impact of the employees' perceptions of its activities and performance (Hilal, 2013).

Managing change and its effect on employees in M&A process or after being one of the major challenges encountered by organizations. It contains perceptive how to deal with expectations, uncertainty and stress in order to reduce the impact of resistance to change, thus nurturing employee retention and lower levels of turnover, so as to increase the possibilities of a successful integration and outcome.

There has been a rising trend of companies that choose M&A as the preferred alternative in their intent to exploit their value or directed by other motivations, such as financial outcomes (stock prices) (Malcolm, Xin, and Jeffrey,

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2012), examining how stakeholders or employees respond to organizational changes during and post a merger and acquisition (Salleh and Clarke, 2011). Furthermore, numerous attempts to comprehend the underlying factors of M&A success and failure have been undertaken in different fields, such as finance (Qamar et al. 2012; Ferrer 2012), economics (Yiannis and Konstantinos, 2014), corporate strategy (Ayesha, Sana and Fareeha, 2014) and performance of employee (Edem et al, 2012).

Fewer studies take into account the implications and effect of the human factor in a M&A process as frequently, these issues are considered of lesser importance when compared to the financial and legal aspects of the process (Stopper, 1998). But, in fact, it is the human factor that lies at the heart of the problem and is actually responsible for the high percentage of failures when two companies merge or when one acquires another (Cartwright and Cooper, 1999).

The purpose of this study was to collect information on practical approach in Mergers & Acquisitions, so as to carry-on a study on how the human factor can influence the success or failure of an acquisition process considering some of the main intervening variables or topics such as stress, turnover, uncertainty and expectations of the employees of the acquired unit. Seo and Hill (2005) they state that most authors have examined a simple relationship between a universally important variable, such as communication, and success. These topics are present in M&A organizational change processes as they have psychological and behavioral effects on employees, and their inclusion can provide a more comprehensive explanation of this complex phenomenon.

As researchers narrow their focus on the issues surrounding the human capital impact on M&A success, new information is being developed in the area of employee morale and turnover intention and the impact these factors have on employees' commitment to the new organization. Exploring how an acquisition impacts the employees of the acquired firm is contributory to an understanding of how human capital impacts the success or failure of the acquisition (Luecke, 2003).

With the increased M&A activity over the past years there have been an increasing number of studies conducted that have looked at acquiring employees' reactions to a merger or acquisition through various complementary lenses. Preliminary research on emotion for companies in Brunei such as Parkview Hotel, which has been undergone, a change in the form of acquisitions established an additional lens through which the concept of employee emotion may be viewed as a pivotal component of employee morale and turnover intention. The actions of acquisitions generally tend to reduce the level of emotion of employees. Employees of the acquirer may be happy with the new challenges, while employees of the acquired company may have very different reactions, such as feeling anxious, uncertain, or even intimidated (Machiraju, 2013). Even though change is implemented for positive reasons (e.g., to adapt to changing environmental conditions and remain competitive), employees often respond negatively toward change and resist change efforts (Paulsen et al., 2005). This indicated that would be negatively affected business performance directly.

This study focuses on the emotion of employee which requires an elongated process in the implementation, thus it is necessary supported by employee who have high positive emotion, which will allow the completion of the job well.

II. PURPOSE OF THE STUDY

The aim of this study is to examine the emotional response of the employee after an acquisition; the goal is to provide useful information for Parkview Hotel's management team on how they could evaluate change processes in the future. This is a study about the change of management at Parkview Hotel, and how it affected the personnel - the old employees of Parkview Hotel as well as the new employees who came from Acquisition Company. Acquisitions are types of revolutionary in organizational change, and these processes often lead to other changes in the organizations as well. This study concentrates on the personnel as a result of the acquisition, how emotions of employees react to change and how they adopt the new circumstances and how they felt the change management was executed after the integration process.

III. PROBLEM FORMULATION

Employee emotion is theoretically influenced by many factors; both factors are derived from the individual employee as well as environmental factors or Management Company. Employee emotion is significantly influenced by the feeling of meaningfulness and safety.

Thereby, the research question for the investigation is the following:

What is the emotional employee at the Parkview Hotel in the feeling of meaningfulness and safety after acquisition?

The problem statement addressed through the quantitative study, with the aim of identifying the emotional employee on the feeling of meaningfulness and safety of entire Parkview Hotel employees. The present research will help management evaluate change processes in the future. The results of the research will help to give specific recommendations to management, regarding which areas of the employee need to pay more attention to in order to improve performance of the employee, and in order to be a better work place.

IV. LITERATURE REVIEW

4.1. Post-acquisition Integration

"All value creation takes place after the acquisition" (Vaara, 2003) is an important statement underlining the importance of post-acquisition integration. The main reasons for organizations to acquire are increase of sales, obtaining needed competences and improving the image of the organization, thus to create value, it can be stated that post-acquisition integration is a key determinant of acquisition performance (Cording et al., 2008; Schweiger & Very, 2003) and a critical phase within Mergers & Acquisitions (M&A). M&A represents a theme that has attracted research from various management disciplines over the last thirty years (Cartwright & Schoenberg, 2006). However, the majority of these perspectives paid a limited amount of attention to the importance of post-acquisition integration and the impact of behavior of managers during that particular phase.

The strategic management perspective has studied M&A as a method of diversification, focusing on the motives for different types of combinations. It has reviewed the performance of the acquiring and acquired firm and indicated positive impact of synergies based on economies of scale and scope (Birkinshaw et al., 2000; Seo & Hill,

2005; Vaara, 2003). From a financial economic perspective, studies have been executed on acquisition performance by relying on stock-market and accounting based measures, emphasizing economies of scale and market power as motives for acquisitions and wealth creation for shareholders (Birkinshaw et al., 2000; Seo& Hill, 2005; Vaara, 2003). Also in this perspective, the behavioral side of post-acquisition integration received no attention.

A research perspective that did bring post-acquisition integration under the attention is the cultural perspective. This perspective highlighted the culture clash and conflict resolution, indicating the impact of acquisition on individuals and organizational culture and highlighting complex cultural integration processes and cultural differences in organizations (Birkinshaw et al., 2000; Seo& Hill, 2005; Vaara, 2003).

4.2. Uncertainty and employee expectations

The word uncertainty can be defined as the psychological state expressed by the doubt that results of the ambiguity perceived in the meaning of a specific event, besides being a source of tension during a M&A process. This is due to the fact that the individuals who work in the companies involved in a M&A process cannot measure the real impact of the process on issues such as: their respective future roles in the new organization, the probability of keeping their jobs or being laid-off, what organizational culture is going to prevail and what type of adaptation will be required of them (Bordia et Al., 2004). M&A processes involve disrupting the existing cultural, structural, and job arrangements and creating new arrangements. However, the transitions are typically neither clear-cut nor short term, often meaning a long period of organizational drift (Marks and Mirvis, 1992).

Although the feeling of uncertainty can produce positive behaviors such as higher employee commitment and loyalty, it can also foster negative behaviors. How this feeling is channelled, will depend, to a high degree, on how the expectations of the employees of the acquired company are managed. Expectations are constantly modified and contingent on the environment to which employees are exposed to, as a result of interactions among individuals or of the communication strategy adopted by the organization. Thus, expectations are influenced by different factors such as, the stage of the M&A process, the role of employees and their perception of the integration process. This indicates that the way the acquiring company manages the expectations of the employees of the acquired company or company unit is paramount to the success or failure of the M&A process (Hubbard and Purcell, 2001). To address this issue, researchers emphasize the importance of communication (Nicandrou et al., 2000) as will be explained in item 7 of this literature overview

4.3. Employee Reactions in Acquisitions

An acquisition comes with several organizational changes which can either lead to stress, anxiety, role conflicts or to the feeling that employees are not being treated fairly. These feelings could have several implications for the employees and their future careers with the organization. Due to the changes after an acquisition employees' roles might change. According to Igarria and Siegel (1992) employees' roles and tasks are important for employees while deciding whether they should leave the organization. This can cause employees to come into a conflict with what they are used to do, or the new roles are too hard to fulfill, also known as role conflict. In a role conflict, there is a psychological tension which occurs when a person is engaged in multiple roles which are not compatible. Dahl (2011) conducted studies regarding organizational change and stress. Author found that organizational changes

could increase stress and uncertainty for employees, causing employees to leave. Since an acquisition implies several broad and extensive changes, the probability that employees are getting stressed is high.

Acquisitions are disturbers of cultural peace and frequently lead in organizational culture collisions. An organizational culture collision is when two different organizations with different organizational cultures collide with each other. A culture collision can create ambiguous working environments, conflict employee incongruity and stress, and it will affect organizational performance (Cartwright & Cooper, 1990). Culture collisions might lead to threats to employees' social and security needs, which in turn lead to job dissatisfaction and less organizational commitment.

Besides disturbing the organizational culture, the acquisition also disturbs the work environment. Disturbances in the work environment can lead to anxiety, role conflict or employees might feel that they are not being treated fairly. According to Schweiger and Denisi (1991) acquisition produce a lot anxiety with employees.

Anxiety after an acquisition varies per employee, as well as it depends on the scale of the acquisition characteristics. The anxiety theory in acquisition tells us that employees are anxious regarding the acquisition (Seo& Hill, 2005). Employees are uncertain and afraid regarding the negative impact the acquisition can have on their job and career. Separation anxiety can also occur when colleagues are let go. People become scared that they will lose their own job, but are also dissatisfied that befriended colleagues are leaving. This can lead to low productivity and a lack of motivation (Seo& Hill, 2005). Cartwright and Schoenberg (2006) studied that proper communication can be an effective manner to cope with anxiety.

According to Daniel and Metcalf (2001) almost all acquisitions involve some kind of restructuring. It is not easy to move quickly when restructuring, even when there are obvious changes that need to be done. It is inevitable that the acquisition will cause changes in aspects about the management structure, and the sooner the better to make announcements to the employees. It is better to continue with the changes that will occur, rather than that employee energy and focus go to anxiety and speculations. Most important for a successful integration is the need for the acquiring firm to be straightforward with what is happening and what is being planned. They further argue that even if there is bad news, it is appreciated from the employees in the acquired firm that the truth is told and that they are being honest. To communicate the truth also helps the employees to acknowledge some of the stress and emotions that have occurred with the acquisition.

Daniel and Metcalf (2001) further argue that employees who remain in the company after an acquisition often feel threatened about how to deal with new systems of beliefs and values. The new methods and performance standards feel many times foreign and are often seemed to be 'forced down their throats'. It is crucial to give employees a time frame that is required to get through the post-acquisition process. When decisions about functions and people are made, it is of importance to treat those employees being negatively affected by the transactions with respect, dignity, and support.

This is not only the proper way of dealing with the situation, but also a powerful way of showing the people remaining in the organization what type of company they now are working for. It will help them to begin developing positive feelings towards the new organization.

4.4. Trust and Communication

There are different denotations of what trust is and in certain situations a definition is needed. Henceforth we discuss trust as having confidence in another person. According to Nicandrou et al. (2000) acquisitions are one of the most traumatic processes among all organizational changes. It is the responsibility of the management to build and create trusting relationships with the employees during the post-acquisition process. This process can be extremely difficult, in view of the fact that management need to confront uncertainties, anxieties, and negative reactions of the employees. Hence, these reactions may create barriers between the management and employees. The management's ability to handle the changes from an acquisition affects the perceptions employees have on the trustworthiness of post-acquisition leadership. Nicandrou et al. (2000) discuss that increased uncertainty and broken trust lead employees to self-interest behavior and to decrease this, leadership is important for a successful integration. Trust is believed to be an important element of social interaction in acquisitions.

Nicandrou et al. (2000) further argue that to handle uncertainty and ambiguity during the post-acquisition process it is important to build relationships between members of the organization. Building relationships and through this creating trust is a central part of the social interaction. They stress that communication is one of the issues in acquisitions that have absorbed the most attention. Culture and communication are closely related, arguing that culture can be seen as a product of communication and communication in turn as an artifact of culture. Integration failure in acquisitions in high extent is due to employee resistance. Communication is regarded as crucial in order to reduce cultural problems and employee uncertainty. It is not always the content of the information that makes the employees feel confident but the symbolic value of the communication. Communication is a means to reduce uncertainty among employees in the acquired firm and that it also is useful to increases the reliability and trustworthiness of the acquiring firm. They further mean that it is not necessary that management communicate every little detail, but rather that they express their concern about employees. This will in turn affect how employees perceive the management's benevolence and trustworthiness. Nicandrou et al. (2000) claim that to spread false information to temporarily minimize uncertainty will lead to dissatisfaction, low trust, and other unwished behaviors that management from the beginning wished to avoid. Thus, communication should be honest, since it affects how employees perceive the integrity of the management. What seems to play a major role for a successful outcome of an acquisition is that of frequent communication and these both before and after the acquisition.

V. METHODOLOGY

5.1. Research Design

The research design is a field study using survey methodology. The study conducted at a Parkview Hotel in Brunei Darussalam, particularly in the Room Division and Food and Beverage Division. In this study, research design includes a causal relationship because it aims to determine the causal relationship between two or more variables (Shaughnessy, et.al., 2011). Judging from the type of data, this research is quantitative research, the research emphasizes the analysis of numerical data (numbers) are processed with statistical methods (Kuckartz, 2014). The research variables consisted of variables meaningfulness and safety.

5.2. Variable Measures

The measures for the research are described below. All items used for the scale measures discussed below are located in the Appendix. All scales used a 5-point agreement–disagreement Likert format with 1=Strongly Disagree and 5=Strongly Agree (Clason and Dormody, 1994). Likert-type scales are useful for measuring latent constructs, i.e. characteristics of people such as attitudes, feelings, and opinions. Latent constructs are generally thought of as unobservable individual characteristics without concrete and objective measurement that are believed to exist and cause variations in behavior (e.g., answer questions on a scale).

Psychological meaningfulness

Meaningfulness measures the degree of meaning that individuals discovered in their work-related activities (May et. Al., 2004). Meaningfulness reflected through employees' perception regarding the extent they are entitled to get the latest information about the condition of the organization. The psychological meaningfulness (Rothmann and Welsh, 2013) was used as independent variable to measure antecedents of psychological conditions and employee engagement. Their hypothesis that work-role fit, job enrichment and co-worker relations affect employee engagement indirectly via psychological meaningfulness was accepted regarding the indirect effects on employee engagement via the experience of psychological meaningfulness. Their results showed that psychological meaningfulness were respectively strongly and moderately related to employee engagement. The psychological meaningfulness scale (PMS) (Geldenhuis et.al., 2014), was used to measure psychological meaningfulness by averaging six items. For all items, a five-point Likert scale varying from 1 (totally agree) to 5 (totally disagree) was used. These items measure the degree of meaning that individuals discover in their work-related activities. Their results confirmed a positive relationship between psychological meaningfulness, work engagement and organisational commitment. Further, psychological meaningfulness predicts work engagement, whilst psychological meaningfulness and work engagement predict organisational commitment.

Psychological safety

Psychological safety assessed whether the individual felt comfortable to be themselves and express their opinions at work or whether there was a threatening environment at work (Kahn, 1990). Their working groups perceived as a group that committed to quality of work, including a commitment to safety. Employees also feel safe; because their leaders are honestly, when deliver a feedback about their performance, which will be built on trust to the organization. Psychological safety (Rothmann and Welsh, 2013) was used to measured by averaging six items. For all the items, a 7-point agreement/disagreement Likert format from 1 (disagree strongly) to 7 (agree strongly) was used. These items assessed whether the participants felt comfortable to be themselves and express their opinions at work, or whether a threatening environment prevailed at work. The psychological safety (Carmeli et. al., 2010) was used to assesses the extent to which a member in an organization feels psychologically safe to take risks, speak up, and discuss issues openly. Following the results of a factor analysis, they used five items psychological safety scale. Responses were made on a five-point scale ranging from 1 = 'not at all' to 5 = 'to a large extent'. Their results indicate psychological safety and employee involvement in creative work tasks.

5.3. Research Instrument and Data Analysis Technique

The most common method of generating primary data is through surveys (Zikmund and Zikmund, 2000). According to Zikmund, a survey is a research technique in which information is gathered from a sample of people through a questionnaire. The questionnaires developed for the purpose of isolating factors affecting employee retention.

In analyzing quantitative data, SPSS software (SPSS 22) used to assist in converting the raw data into numerical values and counting the responses of respondents.

5.4. Validity Test and Reliability

Validity test has been done by using the correlation Pearson's Product-Moment Correlation. Pearson's correlation is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale.

A Pearson's correlation attempts to draw a line of best fit through the data of two variables, and the Pearson correlation coefficient, r , indicates how far away all these data points are in this line of best fit (i.e., how well the data points fit this new model/line of best fit). Furthermore, the reliability of the questionnaire research used alpha-Cronbach's method. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is unidimensional.

5.5. Participants

Participants in this study consisted of the Room Division and Food and Beverage Division. A total of 57 employees recruited as part of the investigation of the Emotional Response test. The participants, 30 from room division and 27 from food and beverage division with selected were those who hold positions in both the middle and lowest managerial levels.

The length of tenure with the organizations was between less than 1 year and more than 6 years. The reason for choosing these employees was mainly because they were connected to the customers and the primarily affected by the top managerial decision on a change initiative. As a result of change, these employees experienced with the effects of individual and/or organizational interventions for emotional conditions such as meaningfulness, safety and availability of support.

VI. RESULTS

6.1. Respondents Description

Respondents were recruited for this study was specified according to the various aspects, as presented in table 1.

From 57 respondents, more than half of the respondents (94.73%) have tenure less than or equal 5 years, the rest (5.26%) are employees with tenure over than 6 years at Parkview Hotel Brunei and old respondents generally classified as highly productive age (25-45 years) of 89.47% and only 1.75% over 45 years old. The level of employment has almost balance amount of Middle Management level (43.86%) and Lowest Management (56.14%).

Table 1: Respondent Description

Description	Respondent (pax)	Percentage (%)
Age(year):		
Under 20	5	8.77
Between 21-30	45	78.95
Between 31-40	4	7.02
Between 41-50	2	3.51
50 and above	1	1.75
Gender:		
Male	30	52.63
Female	27	47.37
Nationality:		
Bruneian	29	50.88
Others	28	49.12
Length Of Time With Company:		
Less than 1 year	43	75.44
1-2 years	10	17.54
3-5 years	1	1.75
6 or more years	3	5.26
Level Of Employment:		
Middle Management	25	43.86
Lowest Management	32	56.14

6.2. Validity Test and Reliability

Validity test has been done using product moment correlation between the scores of each item compare with the total score. The test results are grains from the research instruments, ranging from a meaningfulness and safety is a valid result (validity coefficients exceeding more than 0.2564). Furthermore, the reliability tests of the questionnaire have used Alpha-Crobach method. Hair et al. (2010) states, if the questioner had a minimum of Alpha Crobach reliability coefficient of 0.70 then the questionnaire is reliable. The test results show that the value of Alpha-Crobach for each variable was > 0.70 . Hence, we conclude that the questionnaire of a meaningfulness and safety is reliable.

6.3. Variable Description

The description of the variables is to categorize the scores of variable measures conducted into the interval scores which have author determined. For this purpose, the variable score used is the average score of the varied measures. The interval score used for variable measures is as follows:

1,00 - 1,80	Very Low
1,81 - 2,60	Low
2,61 - 3,40	Medium
3,41 - 4,20	High
4,21 - 5,00	Very High

6.4. Meaningfulness

Meaningfulness perceived by the employees is categorized as being high towards perceived by 68.42% of respondents and only 1.75% of respondents with a low meaningful senses shown in Table 1. Table 2. appearance the average score of meaningfulness variables depicts of 4.08, in the interval of 3.41 to 4.20. It can be said that the

feeling of meaningfulness of respondents is quite high. This is because the employees were always obtained the latest information about the development of the company despite the awards for the work achieved.

Table 2: The Perception of Meaningfulness by Respondents

Meaningfulness	Respondents (pax)	Percentage(%)
Very Low	1	1.75
Low	1	1.75
Medium	0	0.00
High	39	68.42
Very High	16	28.07
Total	57	100,00

Table 3: Average Scores of Meaningfulness

Id	Indicator	Average Score
1	I always get the update information about the changes in the organization's situation	3.93
2	The mission or purpose of my company makes me feel my job is important	4.23
3	At work my views and opinions seem to count	4.07
4	My manager values the work I do	4.11

6.5. Safety

The feeling of safety of the employees is also categorized as being high alleged by 66.67% of respondents and 7.02% of respondents with a medium safety of feeling shown in Table 4. The results in Table 5. showed that the average score of safety was 4.03. Hence the value of 4.03 is within the interval of 3.41 to 4.20. Hence, it can be said that the feeling of safety, perceived by the respondents is relatively high. This security of feeling is mainly contributed by the commitment of the employees to do the work in safe and quality.

Table 4: The Perception of Safety by Respondents

Safety	Respondents (pax)	Percentage(%)
Very Low	0	0.00
Low	0	0.00
Medium	4	7.02
High	38	66.67
Very High	15	26.32
Total	57	100,00

Table 5: Average Scores of Safety

Id	Indicator	Average Score
1	My associates or fellow employees are committed to doing quality work	4.07
2	I have received regular recognition and praise on my performance at work	3.93
3	I have a best friend at work with whom I can share my ideas or problems	4.02
4	I trust the information I receive from the management	4.09

VII. DISCUSSION

The preliminary study to determine the perception of emotions of employee after an acquisition has been done in Parkview Hotel Brunei. Meaningfulness and safety variable were used to measure the perception of emotion of employee which is relatively high. This pilot study indicates that the meaningfulness and safety could be able to affect the emotion of employees after acquisition. In term of its implication, the initial hypothesis is with meaningfulness and safety growing stronger perceived by the employees, the employee's performance will tend to increase. Conversely, if the feeling of meaningfulness and safety are declining, the performance of employees will tend to decrease.

The results of this preliminary study were supported with the results of the previous study conducted by Geldenhuys et al. (2014), where a positive relationship between psychological meaningfulness and work engagement of the employee since this study (Geldenhuys et al., 2014) highlighting the impact that meaningful work has on sustaining employee commitment to the organization. In term of psychological safety, this preliminary result addresses the call to direct further attention to the role of psychological safety and employee involvement in creative work which has significant relationship based on study by Carmeli (2010), which, in turn, resulted in enhanced employee involvement in creative work, thus suggesting that psychological safety plays an intervening role in the relationship with employee creativity.

The biggest contributors to the high side of meaningfulness and safety is because all of employees feel that their participation still important in the company as well as high safety that they received. In these manner, the strong contribution are reflected in high levels of employees who feel enjoy of their work, and are willing to give the effort even more than what might be expected of them. Moreover, they always obtained the latest information about the development of the company.

The future study is to addressing the emotion, meaningfulness and safety of employees with the impact to the department performance based on coefficient of determination and which is the most dominant variable that affecting the emotion of the employee.

VIII. RESEARCH LIMITATIONS

Research limitation is related to the list of chosen antecedents of emotion. The list of eight factors was made on the basis of the existing emotion literature to attempt to include factors, especially important for service employee in the hospitality industry. The list appears to cover the most important antecedents of emotion. However, as the knowledge regarding the specific drivers of emotion for this group of employees is limited, there is a risk that some important drivers were not included in the list.

IX. CONCLUSIONS

The feeling of meaningfulness and safety has a positive impact on employee perspective as categorized as high by the average score, respectively (4.08) for meaningfulness and (4.03) for safety. The result of this study emerged with the study conducted by May et al. (2004), their study proved that a significant feeling of meaningfulness and safety significantly effect on employee emotion, but the most dominant variable is influenced by psychological

meaningfulness. The strong contribution in these manners, reflected by the high rate of employees who feel enjoy about their work, and they are willing to give the effort even more than what might be expected from them.

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