

EXPLORING CULTURAL DIFFERENCES IN A MERGER: AN ANALYSIS OF ORGANISATIONAL CULTURAL CLASHES AND INTEGRATION EFFORTS

After the process of merger and acquisition, the situation from a human resources perspective can get difficult, especially in situations of cross-cultural mergers. The aim of this thesis is to understand the reasons for these differences in organisational culture and based on that, to offer solutions on how to design ways of working to avoid communication failures and create healthier relationships within and between the teams. In this research qualitative research approach was used and semi-structured interview type was chosen. For sampling the author used the snowball method which gave the sampling size of 14 employees.

Main results indicate that the issues arising from the organisation culture differences are coming from geographical differences, there is no unified culture over the two companies, lack of transparency in the communication, different meaning and importance of hierarchy in the companies, lack or no training in these matters and that after two years of the merger and acquisition no attention has been given to the subject of organisations' cultural working differences.

The main conclusion of this thesis is that the tension from the issues should be amended. If the parent company has so far not indicated "thirst" for the common culture, then the subsidiary should act, create awareness of the issues and offer their solutions for a better global working environment. People from the two companies should be more integrated, getting together and getting to know each other, but all of the proposals should be communicated on the managerial level, for it to give a true impact to the global organisation culture.

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