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About the Journal

SIFT – Journal of Business and Social Sciences is a peer-reviewed, double-blind academic journal dedicated to advancing high-quality research at the intersection of business, management, and social sciences. The journal provides a global platform for scholars, practitioners, and policymakers to publish innovative studies, conceptual frameworks, case analyses, and empirical research that address emerging challenges in today's dynamic business and societal landscape. With a strong commitment to ethical standards, interdisciplinary dialogue, and impactful knowledge dissemination, SIFT aims to bridge theory and practice, promote responsible leadership, and contribute meaningfully to academic and real-world decision-making. Our mission is to support research that inspires progress, enhances understanding, and drives positive social and organisational outcomes.

Explore our Subject area

- Business Strategy & Policy
- Organizational Behaviour & Theory
- Human Resource Management
- Marketing & Consumer Behaviour
- Finance, Accounting & Auditing
- Entrepreneurship & Innovation
- Operations & Supply Chain Management
- Corporate Governance & Leadership
- Sociology & Social Behaviour
- Psychology & Behavioural Studies
- Consumer Psychology (Behavioural Studies)
- Communication & Media Studies
- International Relations
- Cross-Cultural Studies
- Public Policy & Public Ethics
- Social Impact, Equity & Inclusion
- Business–Society Relations
- Corporate Social Responsibility (CSR)
- Sustainable Business Practices
- Technology, Digital Transformation & Society
- AI, Automation & Workforce Studies
- Ethics & Responsible Management
- Environmental, Social & Governance (ESG) Research

Aims and Scope

SIFT – Journal of Business and Social Sciences is a double-blind, peer-reviewed scholarly journal committed to advancing interdisciplinary knowledge at the crossroads of business studies and the social sciences. The journal serves as an academic platform for researchers, academicians, industry professionals, policymakers, and graduate scholars to publish high-quality research that contributes to theory, practice, and societal development.

SIFT recognizes that contemporary challenges in business and society are interconnected and require a holistic understanding across disciplines. The journal therefore welcomes a wide range of research contributions, including empirical studies, conceptual papers, theoretical advancements, case studies, analytical models, and review articles. Its subject areas span core business fields such as management, marketing, finance,

entrepreneurship, organisational behaviour, and consumer psychology, as well as social science domains including sociology, psychology, communication, public policy, ethics, and cross-cultural studies.

At the heart of the journal is a commitment to academic integrity, ethical research practices, and rigorous scientific standards. Every manuscript undergoes a strict double-blind peer-review process to ensure originality, methodological soundness, relevance, and contribution to existing literature. The journal also promotes responsible research by encouraging authors to address contemporary societal issues such as sustainability, corporate governance, technological transformation, digital behaviour, ethical leadership, and social responsibility.

SIFT aims not only to be a publication outlet but also a knowledge bridge. By fostering dialogue between academics and practitioners, the journal facilitates evidence-based decision-making, policy improvements, and innovative solutions to global business and social challenges. The journal supports the dissemination of impactful research that advances professional practice, stimulates intellectual debate, and enhances the understanding of how businesses operate within social, cultural, and ethical contexts.

Through its inclusive approach, international outlook, and dedication to excellence, SIFT – Journal of Business and Social Sciences aspires to become a leading contributor to scholarly discourse and a trusted resource for researchers and practitioners worldwide.

Scope and Academic Focus

The journal welcomes a wide spectrum of contributions, including original research articles, theoretical papers, applied studies, conceptual frameworks, policy analyses, case studies, systematic reviews, and book reviews. Core areas of interest include:

Business strategy, leadership, and governance

- Human resource management, HR analytics, and organisational development
- Marketing, consumer behaviour, and consumer psychology
- Finance, accounting, financial decision-making, and corporate performance
- Entrepreneurship, start-up ecosystems, and innovation management
- Operations, supply chain, and sustainability practices
- Sociology, psychology, communication studies, and cultural studies
- Public administration, ethics, and social impact research
- Technology, digital transformation, AI in business, and workforce studies
- ESG (Environmental, Social & Governance) frameworks and responsible management

SIFT encourages research that addresses critical societal concerns such as inequality, digital inclusion, sustainable business practices, the future of work, behavioural change, ethical leadership, and globalisation.

Commitment to Ethical and High-Quality Research

Academic integrity is at the core of SIFT's philosophy. Every submission undergoes a rigorous double-blind peer-review process conducted by qualified reviewers and subject experts. Manuscripts are evaluated for originality, methodological integrity, relevance to the field, clarity of argument, and contribution to academic and practical knowledge.

The journal adheres to the highest standards of publication ethics, following guidelines inspired by COPE (Committee on Publication Ethics). We ensure:

Transparent and ethical research practices

- Protection of human participants and responsible data collection
- Proper authorship credit and conflict-of-interest disclosure
- High professional standards in editing, reviewing, and publication

Bridging Theory and Practice

One of the distinguishing features of SIFT is its emphasis on research that not only contributes to theory but also influences real-world decisions. We encourage submissions that provide actionable insights for business leaders, educators, policymakers, NGOs, and social practitioners.

- The journal supports studies that:
 - Offer evidence-based solutions to current business challenges
 - Influence organisational policy and management practices
 - Support public policy development and community-level improvements
 - Address socio-economic issues through academic inquiry
 - Strengthen the link between academic knowledge and professional application
- Platform for Global Knowledge Exchange

SIFT positions itself as a platform for global academic interaction. Our contributors and reviewers include scholars and professionals from diverse countries, ensuring a wide range of perspectives and global relevance. The journal seeks to amplify voices from emerging economies, promote diverse methodologies, and encourage comparative and cross-cultural research.

Mission and Vision

Mission

To promote high-quality interdisciplinary research that enhances the understanding of business and social systems, supports ethical and responsible organizational practices, and generates knowledge with meaningful social impact.

Vision

To become a globally recognized and trusted academic journal that shapes discussions in business, management, and social sciences by fostering innovation, integrity, and inclusiveness in scholarly publishing.

Why SIFT Matters

- By combining academic depth with societal relevance, SIFT strives to:
 - Enhance scholarly dialogue across disciplines
 - Provide an accessible platform for emerging and established researchers
 - Contribute to global academic thought leadership
 - Influence real-world business and social practices
 - Support the advancement of ethical, sustainable, and innovative research
 - Encourage critical thinking and new theoretical perspectives

A study on HR aspects in mergers and acquisitions at banking sector

Ms. G. Menaka Devi

Abstract

Mergers and acquisitions (M&A) refer to the process of combining two or more companies into a single entity or purchasing one company from another. These business activities are often undertaken to achieve strategic objectives such as gaining a competitive advantage, expanding into new markets, diversifying products or services, or achieving cost synergies.

Mergers and acquisitions can take various forms, including horizontal mergers where two companies in the same industry merge, vertical mergers where a company acquires a supplier or a customer, and conglomerate mergers where companies in unrelated industries merge. M&A activities are prevalent in various sectors such as technology, healthcare, finance, and energy.

Mergers and acquisitions can offer many benefits to the companies involved, including increased market share, access to new customers, and the ability to leverage economies of scale. However, they can also present significant challenges, including cultural differences, integration of operations and systems, and regulatory hurdles.

Given the potential risks and rewards of mergers and acquisitions, companies need to carefully evaluate the opportunities and challenges of such activities and ensure that they have a well-planned strategy and execution plan in place.

Mergers and acquisitions (M&A) have been a common occurrence in the banking industry for many years. Banks merge or acquire other banks or financial Institutions to gain a competitive edge, increase market share, expand into new regions or markets, and access new customer bases. However, these transactions are often complex and require extensive due diligence, regulatory approval, and integration planning.

Keywords: *Diversification , Financial Institutions, Market Share, Competitive advantage*

Introduction

Mergers and acquisitions can increase market share, which can help banks to better compete with larger competitors. This can be particularly important in highly competitive markets, where even small gains in market share can translate into significant advantages.

There are several benefits to mergers and acquisitions in the banking industry. One of the primary benefits is the ability to achieve economies of scale. By combining resources and eliminating redundancies, banks can reduce costs and improve efficiency. Additionally, banks can gain access to new products, services, and markets that they may not have been able to access on their own.

Another benefit of M&A in the banking industry is the ability to share risk. By diversifying their portfolios and spreading risk across a larger pool of assets, banks can reduce their exposure to any one particular market or asset class. This can help to mitigate risk and protect against losses.

Finally, mergers and acquisitions can help banks to better meet the needs of their customers. By expanding their product and service offerings, banks can provide a more comprehensive suite of financial products and services to their customers, which can improve customer satisfaction and retention.

The challenges of mergers and acquisitions in the banking industry

While there are many potential benefits to mergers and acquisitions in the banking industry, there are also several challenges that must be overcome. One of the primary challenges is regulatory approval. Banks are heavily regulated, and any M&A transaction must receive approval from multiple regulatory bodies.

This can be a lengthy and complex process that can delay the transaction or even prevent it from happening altogether.

Another challenge is cultural integration. Banks have unique cultures and ways of doing business, and merging two different cultures can be difficult. This can lead to employee turnover, decreased productivity, and even customer dissatisfaction if the integration is not managed effectively.

Finally, there are financial risks associated with M&A transactions. Banks must ensure that the economic terms of the transaction are favorable and that the resulting entity is financially stable. This can be particularly challenging if the two banks have significantly different financial profiles or if the transaction is large.

Legal Implications

Mergers and acquisitions (M&A) in the banking sector can have significant legal implications, both for the banks involved and for their customers. Here are some of the key legal implications of M&A in the banking sector:

Regulatory Compliance : Banks are highly regulated institutions, and any M&A activity must comply with the relevant laws and regulations governing the banking sector. This includes obtaining approval RBI & SEBI.

Antitrust Laws : M&A in the banking sector may also be subject to antitrust laws, which aim to prevent companies from engaging in anti-competitive behavior. This may include mergers that create a dominant player in a particular market or that reduce competition.

Sections 5 and 6 of the Competition Act concern the control of mergers and acquisitions. The introduction of the Competition Act of 2002 aimed to eliminate practices that harm competition, encourage and uphold competition, safeguard consumer interests, and ensure that other participants in the market are free to trade. The Act also aims to prohibit anti-competitive agreements and the abuse of dominant market positions, regulate combinations such as mergers, amalgamations, and acquisitions, and promote competition advocacy.

Contractual Obligations : Banks may have contractual obligations with their customers, vendors, and employees that may be affected by an M&A. For example, if a bank merges with another bank, it may need to renegotiate contracts with vendors or change the terms of customer accounts.

Data Protection : Banks handle sensitive personal and financial information, and any M&A activity must comply with data protection laws such as the General Data Protection Regulation (GDPR) in the European Union.

Employment Law: M&A in the banking sector may result in changes to employment arrangements, such as redundancies or changes to employee benefits. Banks must comply with employment laws and regulations when making these changes.

Intellectual Property: Banks may hold valuable intellectual property, such as patents or trademarks, which may be affected by an M&A. Any transfer of intellectual property must be managed carefully to avoid legal disputes.

Overall, M&A in the banking sector requires careful consideration of legal implications to ensure compliance with regulatory requirements and to protect the interests of all stakeholders involved.

Mergers and acquisitions have become a common occurrence in the banking industry as banks seek to gain a competitive edge, increase market share, and access new customers and markets. While there are many potential benefits to these transactions, there are also significant challenges that must be overcome. Banks must carefully consider the potential risks and rewards of any M&A transaction and ensure they have the resources and expertise to effectively manage the process.

Objectives

- To identify the motivation driving in mergers and acquisitions activities in banking sector
- To evaluate the effectiveness of HR strategies in managing cultural integration during mergers and acquisition
- To provide recommendations for banks regulators and policy makers to facilitate successful merger and acquisition
- To analyze the integration of HR systems and process post-merger and its impact on efficiency and employee experience
- To identify the key lessons and recommendations for improving HR practices in future mergers and acquisitions

Need for the study

- To Study mergers and acquisitions (M&A) in banking sector is essential for several reasons,
- To know M&A activity in banking can have significant regulatory implications, affecting competition, market stability, and consumer protection.
- M&A activity can influence the financial stability of banking institutions and the broader financial system. Analyzing these transactions helps assess potential risks and vulnerabilities.
- Banks engage in M&A for strategic reasons, such as expanding market presence, diversifying revenue streams, or achieving cost synergies.
- To Research M&A in banking allows for the evaluation of the financial and operational performance of merged entities over time.
- To regulate M&A activity can have broader economic implications, affecting employment, investment, and economic growth.

Scope of the study

The study measures the mergers and acquisitions (M&A) in the banking sector is extensive and encompasses various dimensions. , it involves analyzing the motivations behind M&A activities, including strategic objectives such as market expansion, cost synergies, and enhanced competitive positioning. Understanding the regulatory frameworks governing M&A transactions is crucial, as it impacts deal structuring and approval processes. Additionally, studying the financial implications of M&A transactions, including valuation methodologies, post-merger integration strategies, and performance evaluation, provides insights into the

effectiveness of such endeavors. The impact of M&A on stakeholders, including shareholders, employees, customers, and the broader economy, helps assess the overall value creation or destruction resulting from these transactions. The future scope of mergers and acquisitions in the banking sector is likely to continue evolving as banks seek to enhance their market position, expand their geographic reach, and capitalize on synergies.

Limitation

- Time was the biggest limitations the project requires a through considerable amount of time
- Taken and covered only limited research papers and literature Review.

Literature Review

A study on mergers and acquisitions in indian banking sector prof. Ekta Swarnakar, shilpa Sunil Sharma 2023

This study explores mergers and acquisitions (M&A) in the Indian banking sector. It examines the motivations, challenges, and outcomes of M&A transactions in this industry. The study combines quantitative analysis of financial data and qualitative analysis. The research reveals that M&A transactions in Indian banking are driven by factors like market consolidation and expansion needs. It highlights integration challenges , such as cultural differences and IT systems integration, and examines the impact of M&A on financial performance. The study provides valuable recommendations for banks, regulators , and policymakers and contributes to understanding M&A dynamics in emerging economies.

An analysis of HR aspects of merger and acquisitions in banking sector Dr. Manisha Goel-2020

Banking industry is growing at very fast pace in India. As a result of increasing competition, number of banks going Bankrupt has also manifolded. Now a days many small banks have join their hands with other banks in form of mergers and acquisitions to enjoy the benefit of financial synergy. It has helped banks in increasing their debt capacity and revenues. Undoubtedly mergers and acquisitions helps banks to achieve their organizational objectives. But many of the merged banks have failed to achieve their desired objectives because of the lack of consideration towards many factors related to human resource management such as power & conflict, lack of communication, cultural differences , job security , lack of motivation , diminished trust etc. This article discusses the role of managing people as an essential tool for success of any mergers & acquisitions. In this paper efforts have been made 30 to explore various aspects of human resource management which are required to be considered at the time of mergers and acquisitions.

Research Methodology

The process used to collect information and for the purpose of making business decision. The methodology may include publication research interviews, survey and other research techniques, 7 and could include both present and historical information.

Research Design

Descriptive research includes surveys and fact-findings enquires of different kinds, which help the researchers to describe the present situation that makes the analysis and help to reach the objectives

Sampling Technique & Method

When population elements of selection for inclusion in the sample based on the ease of access, it can be called convenience sampling. **Convenience sampling** was used to complete this survey. It is the selection of sample units and it's based on the convenience of the research.

Sampling Size

This refer to the number of items to be selected from the universe the constitute a sample. The sample size 122 respondents.

Sampling Area

This sampling area refers to place where the survey is to be conducted. In this research the sample were collected from Employees of Indian Overseas Bank

Tools for the Data Collection

A questionnaire is simple and formalized set of eliciting information. A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms.

Tools Applied**Correlation****Need for the Test**

To find the correlation difference between The motivation behind mergers and acquisitions in the banking sector is to reduce competition and increase market dominance and The integration of HR systems and processes post merger has improved overall operation efficiency within the organization

Table -1
Observed value for correlation

| | | | | | | |
|---|---|-------|---------|----------|-------------------|-------|
| The motivation behind mergers and acquisitions in the banking sector is to reduce competition and increase market dominance | The integration of HR systems and processes post merger has improved overall operation efficiency within the organization | | | | | |
| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Total |
| Strongly Agree | 13 | 7 | 13 | 4 | 1 | 38 |
| Agree | 8 | 18 | 5 | 6 | 2 | 39 |
| Neutral | 4 | 9 | 12 | 5 | 1 | 31 |
| Disagree | 2 | 4 | 1 | 2 | 1 | 10 |
| Strongly Disagree | 0 | 2 | 1 | 1 | 0 | 4 |
| Total | 27 | 40 | 32 | 18 | 5 | 122 |

Table - 2
Calculation of Correlation

Symmetric Measures

| | | Value | Asymptotic Standard Error ^a | Approximate Tb | Approximate Significance |
|----------------------|----------------------|-------|--|----------------|--------------------------|
| Interval by Interval | Pearson's R | .135 | .088 | 1.489 | .139c |
| Ordinal by Ordinal | Spearman Correlation | .138 | .090 | 1.528 | .129c |
| N of Valid Cases | | 122 | | | |

Result

The value of correlation coefficient is determined to be .139. Hence, it is inferred that there is a positive correlation between The motivation behind mergers and acquisitions in the banking sector is to reduce competition and increase market dominance and The integration of HR systems and processes post merger has improved overall operation efficiency within the organization.

Suggestions

- Conduct comprehensive assessments of the organizational cultures of both the acquiring and target banks.
- Identify cultural similarities and differences, and develop strategies to bridge any gaps to ensure a smooth cultural integration.

- Implement effective communication strategies to keep employees informed and engaged throughout the M&A process
- Transparent communication about changes, timelines, and expectation can help alleviate employee anxiety and resistance.
- Develop retention programs to retain key talent from both organizations.
- Identify high-performing employees and provide incentives, career development opportunities, and clear career paths to mitigate the risk of talent flight.
- Conduct thorough HR due diligence to assess the target bank's work force capabilities, organizational structure, compensation practices, and potential HR liabilities. This information will inform integration planning and help anticipate and address any HR-related challenge
- Ensure alignment between leadership teams of both banks to provide unified direction and support throughout the integration process.
- Establishing common goals and values among leaders can foster employee trust and commitment to the merged entity
- Offer training and development programs to equip employees with the necessary skills and knowledge to adapt to changes.

Conclusion

The study underscores the pivotal role of human resource management in the success of mergers and acquisitions within the banking sector. From cultural integration and employee engagement to talent retention and legal compliance, effective HR practices are paramount for navigating the complexities of M&A transactions. By prioritizing transparent communication, fostering a cohesive organizational culture, and implementing robust talent management strategies, banking institutions can mitigate risks, maximize synergies, and achieve sustainable growth in an increasingly competitive landscape. The study highlights the critical importance of effective human resource management (HRM) strategies in navigating mergers and acquisitions (M&A) within the banking sector. One of the primary findings underscores the significance of cultural integration. Retaining key talent is essential for preserving institutional knowledge, sustaining business continuity, and achieving synergies post-merger. HR departments must conduct thorough due diligence to identify and address potential legal and regulatory risks associated with workforce-related issues. By prioritizing cultural integration, employee engagement, talent retention, and legal compliance, HR can facilitate smooth transitions, maximize synergies, and ultimately drive sustainable growth in the post-merger organization.



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