3 Research Model and Hypotheses Development

The previous chapter clearly outlined the difficulties with respect to speed of integration and the M&A performance. The present chapter provides a value adding research model that contributes to filling the gaps of research within the field of speed of integration. Based on this model, three hypotheses are developed.

3.1 Research Model

As stated in section 2.2.2 and 2.2.3, two main organizational levels within the integration process are the human integration and task integration. In order to discover the interrelation of both with M&A performance, the paper develops a model built on the findings of Birkinshaw and colleagues (Birkinshaw et al., 2000, p. 421).

Underlying model

At this point, the main argumentation underlying the model of Birkinshaw and colleagues are explained first before the actual research model of the paper is developed. The model of Birkinshaw and colleagues assumes a clear distinction between human and task integration as the latter one is based on the process school while the former one is built on behavioral school (Birkinshaw et al., 2000, p. 399). Additionally, they vary in their managerial approaches and its objectives (Birkinshaw et al., 2000, p. 400). In a paradoxical manner, both organizational levels are to a certain degree interdependent while at the same time they diverge. Consequently, human integration might be integrated faster than task integration and vice versa. Birkinshaw and colleagues reason that “a relative emphasis on either task or human integration can potentially have a significant negative impact on the outcome of the acquisition.” (Birkinshaw et al., 2000, p. 399) A decisive factor that may help to overcome this dilemma and that may increase the effectiveness of both, human and task integration, is speed. Birkinshaw and colleagues suggest that the two organizational levels may occur at different levels of speeds (Birkinshaw et al., 2000, p. 399). To summarize the arguments: Birkinshaw and colleagues assume that the M&A performance is a function of human and task integration which are parallel processes. The study provides various interesting outcomes. The decisive finding for the present
study, however, states that “the human integration process appears to facilitate the effectiveness of task integration process” (Birkinshaw et al., 2000, p. 419). Consequently, the human integration functions as a basis of task integration and hence the M&A performance. The study indicates that firms show problems if task integration occurred faster than human integration, as the individuals were affected by uncertainty with respect to their new colleagues and management (Birkinshaw et al., 2000, p. 419). The overall findings are graphically illustrated and summarized in Figure 8:

**Research Model**

The present research model elaborates on the findings of Birkinshaw and colleagues in concentrating on the issue of speed of integration. It determines the effects of speed of task integration on M&A performance and the role of human integration within this relationship. It is the aim to identify how the speed of human integration leverages the effect of task integration speed and M&A performance. Additionally, the model serves as a tool to investigate the favorable pace that firms choose for an effective integration. Drawn together, the aforementioned arguments suggest a framework consisting of the independent variables task integration speed and human integration speed, as well as the dependent variable M&A performance. Figure 9 presents the research model at hand: