

Title: Knowledge transfer in a large merger

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Abstract

Knowledge transfer has shown to be a critical aspect of organizational performance, and consequently also an important motive for mergers and acquisitions. A major and frequently pronounced motive for one of the largest mergers in the Norwegian context is to increase competitiveness through sharing of knowledge and development of best practices. Hence, awareness of factors influencing knowledge transfer and knowledge-related synergies are considered to be of crucial importance for a successful merger. Consequently, the aim of this paper is to investigate such factors in the merger process through a quantitative approach. Knowledge transfer is investigated in terms of two dimensions; (i) *drawing of best practices from both companies* and (ii) *cooperation and sharing of experiences*. This study is based on a survey, sent out to the entire merged company, made by and conducted by the merged company to map out the organization. It investigates relevant organizational aspects and dimensions during the merger. The survey involves a self-completion questionnaire accomplished in 2008, which gave a sample of 13 000 respondents and a response rate of ~80 %. The survey data is analyzed through linear regression using knowledge transfer as the dependent variable, and attitudes towards the merger, individual utilization of competencies, and level of integration as the independent variables.

Main findings indicate that factors such as attitudes towards the merger, individual utilization of competencies, and to some extent the level of integration in various departments, have a significant effect on knowledge transfer in the merger. Positive attitudes towards the merger and positive perceptions of being able to utilize one's competencies show sound, positive effects on knowledge transfer, while low level of integration appears to have a somewhat negative impact on knowledge transfer. Hence, the results indicate an important influential link between the three factors investigated (attitudes towards the merger, individual utilization of competencies, and level of integration) and perception of organizational knowledge transfer ability in a merger context. Furthermore, differing perceptions were found among employees from the two merging companies in terms of knowledge transfer, and finally, the results indicate an overall successful knowledge transfer during the merging process.

1 Introduction

Firms are currently facing a complex and challenging competitive context that has been transformed by many factors: globalization, technological development, rapid innovation, and increasing importance of knowledge (DeNisi, Hitt et al. 2003). Knowledge creation and imagination constitute a basis for sustained competitive advantage and have become more important than ever (Ichijo and Nonaka 2007). Thus, success in today's competitive landscape is largely determined by the extent to which one is able to develop intellectual capital through knowledge creation and knowledge sharing. Several industries, e.g. technological industries, are characterized by rapid innovation, technological complexity, and reliance on highly specialized skills and expertise (Ranft and Lord 2000). Consequently, knowledge and knowledge transfer becomes one of the most sought-after resources.

Mergers and acquisitions (M&As) are becoming increasingly popular and have become an important means for increasing competitiveness. A major motive for merging with, or acquiring a company is the access to specialized knowledge, and M&A targets are often chosen based on complementary resources (DeNisi, Hitt et al. 2003). Through M&As one can gain competitive advantage relatively fast. The potential benefits of securing access to knowledge around new

technologies, concepts, products, and practices have been viewed as especially important motives in technological industries. However, such knowledge and competencies are not easily transferred, and M&A integration processes are never easy to manage, largely due to the fact that important knowledge is embedded in tacit and socially complex knowledge of firms' individual and collective human capital. Realizing the desired synergies, related to knowledge, has proved to be a significant challenge.

1.1 Problem discussion

A major motive for one of the largest mergers in Norwegian context was claimed to be increased competitiveness through sharing of knowledge, technological competencies, and drawing of best practices from both companies. The motive for the merger was primarily related to growth; by combining the *best* of the two companies they would create a stronger and more competitive company. It was a horizontal merger, taking place between two parts with long traditions of technological competency and innovation. Prior to the integration, a decision was made that they would fully integrate the two companies, and the integration was to be based on equality between the two parts. However, there is a significant difference in size between the merging companies, which is likely to influence transfer of knowledge and drawing of best practices. Furthermore, it should also be noted that they decided to use the larger company's control system and structure as a basis for the new organization. Moreover, subsequent to the merger decision, all employees had to reapply for a position in the new company, and the importance of developing a common organizational culture was strongly emphasized in the integration. Based on the pronounced merger motives and theory, the following problem has been chosen as a basis for this paper:

To what extent has knowledge transfer in the merger integration been influenced by employees' attitudes towards the merger and knowledge utilization in current position? And furthermore, does the level of integration in departments have an impact on knowledge transfer?

Consequently, this paper, based on my master thesis completed at NHH spring 2009, wishes to study knowledge transfer in a merger integration process. The aim is to investigate factors that may have an impact on knowledge transfer in mergers, and consequently may be useful to consider in merger integration processes. These factors have been chosen based on previous studies and theory related to knowledge transfer, and the survey questions provided. More specifically, this study aims to establish whether factors, such as *attitudes towards the merger* and *being able to utilize ones' competencies in the new job*, has an implication for knowledge transfer. Moreover, given the importance of integration for knowledge transfer, the link between level of integration in the merged company and employees' perceptions of knowledge transfer will be investigated. Level of integration is used in the sense of the mix of employees coming from the two merged companies in departments. The research model is presented in figure 1.1.

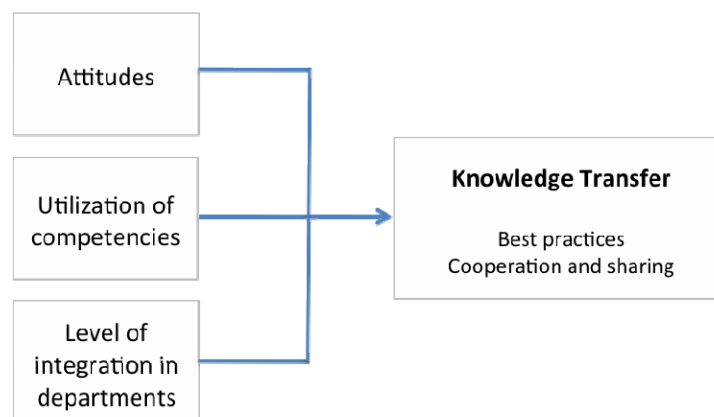


Figure 1.1: Research Model describing factors influencing knowledge transfer in a merger integration

2 Theoretical Background

Mergers and acquisitions (M&As) continue to be a highly popular form of corporate development. However, paradoxically to the popularity, few M&As can be considered successful regarding the objectives set, and they may have serious drawbacks (Peng 2006). Research has indicated that the post-M&A integration process is especially challenging, particularly with respect to organizational culture and human resources. Frequently the objective is to create synergies, values created by M&As that could not have been created by one single company. However, synergies are not easily or automatically realized once two companies merge (Boye and Meyer 2008). Synergies related to knowledge transfer, referred to as *operational synergies*, are according to Meyer (2008) the most challenging synergies to achieve.

2.1 Perspectives on knowledge transfer

Both the *resource-based view*, focusing on the company as a unique bundle of idiosyncratic resources and capabilities, and the *knowledge-based view* have given important insight into the issues of knowledge transfer. Further, they are frequently used as a basis in many studies related to knowledge transfer (Grant 1996; Ranft and Lord 1998; Eisenhardt and Santos 2000; Ranft and Lord 2000; Ranft and Lord 2002; DeNisi, Hitt et al. 2003). According to Eisenhardt & Santos (2000), the knowledge-based view “offers a number of useful and empirically grounded insights into the multi-level social processes through which knowledge is sourced, transferred, and integrated, within and across organizations” (pp2). Knowledge creation and transfer is, according to the knowledge-based view among others, a critical part to the performance of the firm and at the heart of developing a competitive advantage (Ichijo and Nonaka 2007). Ranft & Lord (2002) defined knowledge transfer as “the acquisition and utilization of new sets of knowledge based resource” (pp1). By sharing experiences, knowledge, and practices across regions, functions, and businesses, one can increase profitability by reducing inefficient overlap of work (Ichijo and Nonaka 2007). However, firms face considerable challenges related to knowledge transfer and companies are often unable to take advantage of what could potentially lead to sustained competitive advantage (Dalkir 2005). Furthermore, Grant (1996) asserts that “the critical source of competitive advantage is knowledge *integration* rather than the knowledge itself” (Ranft and Lord 2002).

2.2 Knowledge transfer in M&As

M&As are frequently presented as a way of acquiring new capabilities and knowledge in order to realize synergies (Empson 2001; Jemison and Haspeslagh 1991). Previous studies have revealed that there are several factors influencing knowledge transfer. These factors appear to be of greater importance in M&A contexts, the reason being that the two companies do not share the same strategy, structure, history, and culture (Ranft and Lord 2002). The concept of **best practices** has become widely used concerning knowledge transfer in M&As. It is about “identifying and spreading provably (most) successful organizational solutions, internally or externally” (Vaara, Tienari et al. 2003). However, identifying what is in fact ‘best’ often involves uncertainty and disagreement (Falkum et al. 2008). Vaara et al. found, in their research based on Nordea, that it was often difficult to understand and appreciate the practices of the other part as they felt emotionally attached to their own ideas and practices. Often, one side dominates strongly the identification of best practices.

2.2.1 Characteristic of the knowledge

A second stream of knowledge-based thinking explores how knowledge transfer will be influenced by the characteristics of the knowledge, the sender, the receiver, and their relationship (Eisenhardt and Santos 2000). Studies in this field indicate that knowledge characteristics, such as tacitness, causal ambiguity and complexity, affect the efficiency of knowledge transfer.

“An acquirer may be motivated to acquire a firm for its tacit, socially complex, and idiosyncratic knowledge, but the very fact that it is tacit and socially complex suggests that it may not survive the acquisition” (Ranft and Lord 2002).

Tacit knowledge is frequently identified as the most strategically important resource of the firm. However, it is also the most challenging type of knowledge to transfer as it is embedded in the human mind through experience (Ranft and Lord 2000). Ranft and Lord (2002) claim that important knowledge is deeply intertwined in the social, organizational and historical context of the firm, and rather within a complex relationship than within particular individuals. Furthermore, they assert that knowledge-based resources may be difficult to separate from specific relationships that are built over time. Socially complex knowledge lies within relationships, and in norms and attitudes that affect how they work together. Workers develop socially embedded routines and when the context that supports those routines is disrupted in an M&A integration process, they may experience a sense of dislocation, loss, trauma, and reduced productivity (Paruchuri, Nekar et al. 2006). According to Empson (2001) knowledge is highly context-specific and resides within a complex system of human, physical and organizational capital. Consequently, as relationships, systems, and structures are disrupted or broken, people and organizations may not be able to use and exploit fully the knowledge that resides within them.

2.2.2 Attitudes & Emotions

Individuals play a crucial role in sharing of knowledge, and their attitudes and emotions may have important implication for the merger implementation process. People may feel both loss of status, change in their work norms or redundancies, even redundancies are not announced (Empson 2001). Such negative reactions will be particularly problematic when knowledge transfer is an explicit M&A objective. People may not be willing to codify and share their knowledge, as it may diminish their power and their importance in the organization. Research infers that, in the uncertain and insecure post-M&A environment, people are likely to guard their knowledge and be reluctant to share it with new colleagues.

2.2.3 Level of merger integration

A problematic issue in M&As is the dilemma between need to preserve valuable knowledge and need to integrate these resources, referred to as the dilemma of balancing integration and autonomy (Graebner 2004). In the case of two little integration, it is not very likely that knowledge will be transferred, and synergies are difficult to realize. In the contrary case, full integration is likely to create organization trauma and resources may be destroyed or damaged (Paruchuri, Nekar et al. 2006; Boye and Meyer 2008). There is considerable potential for the context of knowledge creation and sharing being disrupted, as people get new colleagues, new policies are introduced, work locations changes, and new organizational values are implemented. Consequently, integration is a prerequisite for knowledge transfer, but at the same time it can also destroy knowledge.

Hambrick and Cannella (1993) shed light to some of the integration problems related to M&As through the development of a theory of relative standing (Very, Lubatkin et al. 1997). They drew a link between the difference in size between the involved firms and relative standing, and found that the executives from the smaller firm often feels relatively unimportant and alienated when placed in the new social setting. The theory of relative standing claims that the difference in size can have important implications for the new firm realizing the potential from the M&A (Hambrick and Cannella 1993). Very et al. (1997) also found support for this in their study. Moreover, they also found that cultural similarity between the two firms might minimize problems of executives feeling loss of status and autonomy. Further, Smeets et al. (2006) found that the part that dominates in size is better off in post merger integration. Dominance by one part is likely to be destructive for knowledge transfer; it may lead to unwillingness to share, the unwillingness to acquire new knowledge, and it is likely to strengthen the relationship and belonging to one's old organization (Boye and Meyer 2008). One

is likely to be preoccupied with promoting ones own competencies rather than adopting and looking for new.

2.2.4 *Facilitating factors*

Previous studies have also identified several facilitating factors when it comes to knowledge transfer in integration processes. Effective management and leaders have proved to be an important factor for knowledge transfer, and organizational support may significantly influence employees' motivations (Empson 2001; Graebner 2004; Büchel 2007). Furthermore, the physical proximity between the two companies is of importance. Sharing the same culture, context and language, and being able to build a trustful relationship facilitates knowledge transfer (Farooqui 2008). Another important factor to take into consideration is the timing and the speed of the implementation. Previous studies have proved that slower and more cautious implementation makes knowledge transfer more likely to occur (Graebner 2004). As time passes, knowledge transfer will slowly be facilitated, and the quality of the transfer is also likely to improve, avoiding destruction of important knowledge (Bresman, Birkinshaw et al. 1999; Boye and Meyer 2008). However, if the implementation is too slow, one may miss out on important gains from knowledge transfer. Moreover, several studies have also asserted the importance of open, rich, and frequent communication during the planning and implementation process in an M&A (Bresman, Birkinshaw et al. 1999; Graebner 2004; Boye and Meyer 2008). One of the most important effects of communication is reduced uncertainty, which has important effects on employees' attitudes and emotions (Boye and Meyer 2008).

3 **Methods**

The core objective of this study was to investigate whether factors such as attitudes towards the merger, individual utilization of competencies, and the level of integration have had an impact on knowledge transfer in one of the largest mergers in Norwegian context. **Knowledge transfer** is investigated in terms of two dimensions, (i) *cooperation and sharing of knowledge* and (ii) *drawing of best practices from both firms*. Knowledge transfer from both companies is necessary in order to increase knowledge and technological competencies in the company, and achieving synergies. **Attitudes** should be perceived as the attitudes employees have towards the merger and the integration. **Utilization of knowledge** refers to whether the employees feel that they are able to utilize their expertise and abilities in their position in the new organization. Finally, the **level of integration** implies the mix of employees from the two merged companies in departments.

3.1 **Sample**

The study is based on a survey that was sent out to a large majority of the employees of the merged company. It is a pre-coded survey that uses rating scales, where respondents evaluate different variables on a scale from 1 to 6; 1 implying 'strongly disagree' and 6 implying 'strongly agree', with the possibility to answer 'not relevant'. Further, it is a yearly survey made and conducted by the merged company, which desires to investigate the work environment and the organization. Besides, the survey also maps out the employees' experience with the integration process. The survey provided data from the first phase of the integration. Consequently, one will not obtain generalizing results for the entire integration process; however it can give a good indication regarding the integration process in the parts of the company that had been integrated at the time of the survey. This study is limited to those employees who had been integrated at the time of the survey, which entails a significant part of the company. Hence, the study is based on a sample of 13 000 respondents and a response rate of ~80 %.

3.2 **Data analysis**

The data are analyzed through a quantitative approach, using SPSS. In order to test the research model and the hypotheses, linear regression analyses are conducted. Underlying assumptions for the variables used in the linear regression analyses have been tested, and support for these have been found (see Underhaug 2009).

The dependent variable involves two dimensions of knowledge transfer: (i) *drawing of best practices from both companies* and (ii) *cooperation and sharing of experiences in departments*. Drawing of best practices is investigated in terms of both *drawing of best practices in departments* and *drawing of best practices in discipline area*. Consequently, three variables are used as dependents in the regression analyses. These are investigated separately, as they appear to be affected somewhat differently by the independent variables. The survey questions used in this study are presented in table 3.1.

Table 3.1: Dependent & independent variables, and survey questions

Dependent variables:	
Knowledge transfer	<ul style="list-style-type: none"> • <i>In my department we have improved our work methods by using best practices from both merged companies</i> • <i>Within my discipline area, we have managed to use best expertise from both companies</i> • <i>In my department we cooperate and share experiences</i>
Independent variables:	
Attitudes towards the merger	<ul style="list-style-type: none"> • <i>In my department we do not have any "those from company A-those from company B" – attitudes after the merger</i> • <i>I believe that the new organization will achieve the ambitions on which the merger is based</i>
Utilization of competencies	<ul style="list-style-type: none"> • <i>I am able to utilize my expertise and abilities in my present position</i>
Level of integration	

The variable concerning *level of integration* was created by investigating the percentage of employees from the two companies in departments. It is important to note that in this case the third level of the organization is defined as departments; this is the level under the organization's business areas, which includes about 80 departments. This is certainly a weakness of the model, but some of the information necessary to look at a lower level of the organization was lacking. Six 'level of integration' groups were formed: 0 % employees from the smallest company, 0.1-9 %, 10-19 %, 20-29 %, 30-39 %, and 40-60 %. The latter group is used as a reference group and interpreted as an *optimal* level of integration. It is important to note that these percentages are based on the respondents in the survey, and may differ somewhat from the factual share employees from the two companies in departments. In fact there are only 15.8 % respondents coming from the smallest firm, compared to 25 % at the time of the merger¹. This constitutes a weakness; however, I believe that it gives us an indication due to the large number of respondents. Furthermore, despite not working in departments with employees coming from the opposite company, one should be aware that they might interact extensively with them.

3.2.1 Hypotheses

Based on the theoretical background, the survey questions provided by the merged company, and the research model, the following hypotheses will be investigated:

H1 *Employees' attitudes towards the merger and the integration will influence the extent of knowledge transfer*

Knowledge is closely linked to the people who are in possession of it. Consequently, attitudes towards the merger play an important role in the transfer of knowledge. Negative attitudes towards the merger may result in employees not wanting to share knowledge and consequently knowledge may disappear (Empson 2001; Boye and Meyer 2008). Furthermore, research has asserted the importance of attitudes for building relationship, which is of crucial importance for

¹ I have not been able to obtain an accurate share of employees belonging to the group of employees I have used in this study at the time of the merger; this share may have been lower than 25 %.

sharing of knowledge (Ranft and Lord 2002; Graebner 2004). In this study attitudes towards the merger are measured through (i) *'those from firm A-those from firm B'-attitudes*, and (ii) *whether employees believe in the merged company achieving their ambitions through the merger*. If employees are negative towards the merger and the people coming from the opposite company, it will be challenging to achieve the desired synergies related to knowledge.

H2 *Whether employees feel that they are able to utilize their individual knowledge and competencies in their new position will have an impact on knowledge transfer*

Being able to utilize personal expertise and abilities in one's job is a prerequisite for preserving existing knowledge and transferring it (Empson 2001; Ranft and Lord 2002). As people get new positions and task, like in this case, it is likely that they will to a lesser extent feel that they utilize their knowledge. Furthermore, changes in routines, structures, and systems can also result in employees not being able to use their competencies and become a barrier to knowledge transfer (Grant 1996; Boye and Meyer 2008). In merger integrations socially complex structures may be destroyed, structures that are important when it comes to using one's knowledge and sharing it (Ranft and Lord 2002).

H3 *A high level of integration will have a positive effect on knowledge transfer*

Post-merger integration is an important aspect for realizing synergies related to knowledge transfer (Graebner 2004; Paruchuri, Nekar et al. 2006). Previous studies have shown that dominance by one company may constitute a significant problem for knowledge transfer (Hambrick and Cannella 1993; Very, Lubatkin et al. 1997; Smeets, Ierulli et al. 2006). Level of integration is used in the sense of the mix of employees coming from the two merged companies in departments.

Previous employer In addition, several control variables are included in the regression model: sex, previous employer, age, supervisory responsibilities, and business area. Quite extensive attention has been paid to whether employees from the two companies have different perceptions regarding the merger integration and knowledge transfer. The difference in size may have important implications for knowledge sharing and whether best practices are drawn from both companies. It is likely that those coming from the smaller company will to a lesser extent feel that best practices are drawn from both companies. Due to the dominance of the larger firm in the new organization, and the fact that the larger firm's control systems and structures were used as a basis, it is likely that those coming from the smaller firm will to a lesser extent feel that they cooperate and share competencies in their department.

4. Findings

In order to summarize the data, frequency analyses were performed for some of the most relevant variables. First of all, the analyses revealed that there is a significant overweight of employees coming from the larger firm; as much as 77.5 % had a background in the larger firm, while 15.8 % came from the smaller (the rest being employed after the merger). This is an interesting result as there were 25 % coming from smaller firm at the time of the merger. Further, the frequency analysis on level of integration showed that a vast majority of employees work in departments with an overweight of employees from the larger firm. In fact, as much as 17 % work in departments with less than 1 % employees who previously worked in the smaller firm, and 33 % work in departments with less than 10 % employees coming from the smaller firm. Further, only 4 % of the employees work in departments with 40-60 % employees from the smaller firm, and there are no departments with more than 60 % employees coming from the smaller firm.

A descriptive analysis was conducted in order to investigate the variables used in the regression model, which revealed means varying from 3.97 to 4.91. The results are presented in detail in table 4.1. Furthermore, means of those coming from the two merged companies and those who were employed after the merger were compared (presented in table 4.2). Finally, the means between the 6 groups representing level of integration were also compared (table 4.3),

which did not reveal great differences, especially not concerning cooperation and sharing of experiences.

Table 4.1 - Results from descriptive analysis of Independent & Dependent Variables

	N	Min	Max	Sum	Mean	Std. dev.
Best Practices – department	9577	1	6	38003	3.97	1.23
Best Practices – discipline area	9472	1	6	38988	4.12	1.19
Cooperate and share experiences	12899	1	6	62523	4.85	0.93
Attitudes – ‘those from firm A- those from firm B’	10827	1	6	49811	4.60	1.24
Attitudes – believe in the merged company achieving their ambitions from the merger	11958	1	6	53678	4.49	1.03
Utilization of competencies and knowledge in present job	12964	1	6	63715	4.91	1.00
Valid N (listwise)	8783					

Table 4.2 - Means for the dependent variables according to previous employer

	Best Practices in department	Best practices in discipline area	Cooperation and sharing of experiences
Company A	3.74	3.98	4.90
Company B	4.00	4.13	4.79
Employed after the merger	4.49	4.57	5.15

Table 4.3 - Means for the dependent variables according to level of integration

Mix (Level of integration)	Best practices in departments	Best practices in discipline area	Cooperation and sharing of experiences
0	4.45	4.31	4.85
< 10	3.98	4.04	4.85
10 – 19	3.93	4.11	4.80
20 – 29	3.92	4.09	4.84
30 – 39	4.09	4.23	4.93
40 – 60	3.97	4.14	4.94

4.1 Results from regression analyses

In order to test whether support for the research model could be found, multiple linear regressions were employed. Knowledge transfer consists, as mentioned of three variables; (i) *best practices in department*, (ii) *best practices in discipline area*, and (iii) *cooperation and sharing of competencies in departments*. Consequently, three separate regressions were conducted for each hypothesis, from which results are presented in the following.

H1 Attitudes as a predictor of knowledge transfer

Linear regression analyses were conducted to test the prediction of attitudes towards the merger on knowledge transfer. In this study attitudes involves two variables; *those from company A – those from company B’-attitudes* and *believing in the new organization achieving their merger ambitions*. The regression model used turned out to have an explanatory power (R^2) of $\sim 40\%$. Further, the analyses conducted revealed that employees’ attitudes have a

significant, positive effect on knowledge transfer. This result applies to both dimensions of knowledge transfer. Further detail is presented in table 6.6, in the appendix.

H2 Utilization of knowledge as a predictor of knowledge transfer

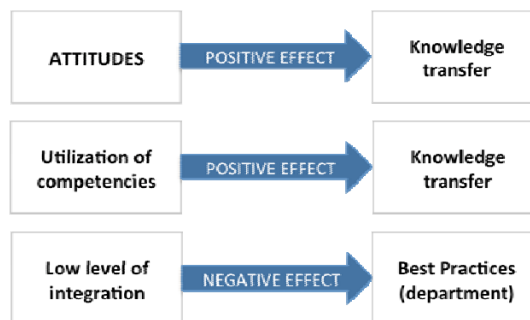
The regression analysis conducted revealed an explanatory power of $\sim 14\%$. Further, the results showed that utilization of knowledge and competencies is a significant predictor of knowledge transfer. The more people feel they are able to use their personal competencies in their current job, the more they feel that they draw best practices in their department and discipline area and that they cooperate and share experiences in their department. The results from the regression analyses are presented in the appendix (table 6.7).

H3 Level of integration as a predictor of knowledge transfer

The results from the regression analyses revealed an explanatory power of $\sim 5\%$. Further, it revealed that a level of integration from 0-40% had a negative effect on knowledge transfer. However, the only significant result obtained was for a level of integration between 0.1 and 20% with best practices in departments as dependent variable, implying that departments with such a mix of employees from the two companies to a lesser extent feel that their department draws best practices from both merged companies compared to departments with a level of integration between 40-60%. Further detail can be found in the appendix (table 6.8).

Furthermore, perceived differences between employees coming from the two merged companies were also investigated. The regression analyses revealed a statistically significant relationship between previous employer and knowledge transfer. In the case of drawing of best practices in both departments and discipline area, the analyses revealed that those coming from the smaller company are more negative. While concerning cooperating and sharing of experiences, they appear to be more positive than those coming from the larger company.

The following figures sum up the most significant results from the regression analyses. As mentioned, further detail can be found in the appendix.



Figur 4.1 - Main results from the regression analyses

5 Discussion and concluding comments

Knowledge was pronounced to be a major reason for one of the largest mergers in Norwegian context. Consequently, the purpose of this study is to investigate knowledge transfer in this specific merger. The company's aim was to realize synergies related to knowledge, which is, according to research, some of the most challenging to achieve. Further, the merged company stated that they would fully integrate the two companies, a strategy that is consistent with theory on integration design (Jemison and Haspeslagh 1991; Boye and Meyer 2008). Despite the claim of full integration however, it is not evident that this is what they did in reality. Through investigating the mix of employees from the two companies in departments, one discovers that there are parts of the organization that are less integrated than others, and some are not integrated at all. The analyses revealed that as much as 17% of the respondents work in departments with less than 1% employees from the smaller company, and 34% work in departments with less than 10% employees from the smaller company. Despite the difference in size between the two companies, this could be regarded as a quite poor integration. This low

degree of integration of human resources is likely to have an impact on whether knowledge is in fact transferred, and whether best practices are drawn from both companies. Opposite, previous studies have shown that too much integration may ruin important resources (Graebner 2004; Paruchuri, Nekar et al. 2006; Boye and Meyer 2008). Consequently, the company's choice of integration mode makes sense in some way. However, some of the knowledge and competencies in the smaller company may have been lost in the integration process, as their systems and relationships have to a greater extent been broken. The aim of any merger is to make value over and above the sum of the two companies, whether this merged company has in fact achieved that, in terms of knowledge and increased competitiveness, is questionable.

The purpose of this paper was to investigate factors that may influence knowledge transfer in a merger integration process. Moreover, the variables used can to some extent give us an indication about whether the merger has been successful in terms of realizing synergies related to knowledge transfer. Investigation of the variables revealed quite high mean scores, ranging from 3.79 to 4.85. This gives us an indication of people being quite positive towards the merger integration, they feel that they are able to use their competencies and that knowledge is in fact being transferred. In the following, findings will be discussed according to the two dimensions of knowledge transfer: (i) *drawing of best practices* and (ii) *cooperation and sharing of experiences*.

5.1 Best practices

The concept of best practices has, as mentioned, become a widely used concept, especially in mergers and acquisitions that aim to realize synergies through knowledge transfer (Vaara, Tienari et al. 2003; Falkum, Melberg et al. 2008). It is about finding the best solution and implementing it in the organization. The merged company's aim was to draw best practices from both companies and implement it in the new organization in order to increase competitiveness. The analyses included two best practice variables: *drawing of best practices in department* and *drawing of best practices in discipline area*, which both had quite high mean scores, 3.97 and 4.12 respectively. However, what is interesting to see is that compared to the other variables used in this study these variables have the two lowest scores. Furthermore, it is also interesting to see that they score lower on *drawing of best practices from both companies in department*.

Attitudes Drawing of best practices, according to theory, requires that people are willing to share knowledge. Furthermore, it also requires respect for the other part. Often people are emotionally attached to their own ideas and practices (Empson 2001; Vaara, Tienari et al. 2003; Boye and Meyer 2008). Consequently attitudes towards the merger are of importance. The data revealed high mean scores on both having no "*those from company A – those from company B*"-attitudes and *believing in the new organization achieving their merger ambitions*; 4.60 and 4.49 respectively. This can be regarded as an indication that they have been able to develop mutual respect for each other. Through their positive attitudes towards the merger they have likely created an environment in which knowledge can be shared and best practices can be identified and implemented. Furthermore, the analysis revealed that having positive attitudes towards the merger and the integration has a positive impact on drawing of best practices from both companies. The more positive attitudes, the more employees feel that best practices are in fact drawn from both companies. Additionally, it appears that believing in the new organization achieving their merger ambitions have somewhat greater impact on whether employees feel they draw best practices from both firms (due to a larger β). Consequently, attitudes towards the merger can be seen as an important predictor of whether best practices are drawn from both companies. The positive attitudes towards the integration appear make the drawing of best practices from both companies more likely to occur.

Utilization of competencies Being able to utilize one's competencies is a prerequisite for knowledge transfer. If one is not able to use one's competencies and knowledge over time, it is likely that the knowledge will in fact disappear, which is a significant problem if it concerns tacit knowledge. In a merger integration process there is always the potential of knowledge creation

and sharing being disrupted, due to changes in the context. As people get new colleagues, new policies, new work places, etc., it becomes challenging to preserve valuable knowledge. Such changes affect people's emotions, which may again influence their willingness to share knowledge (Ranft and Lord 2002; Boye and Meyer 2008; Farooqui 2008). The mean score on utilization of competencies in the survey was as high as 4.91, implying that people agree with the statement "I am able to utilize my expertise and abilities in my present position". When the merger became a reality, all employees had to reapply for a job. This, and the fact that they wanted to fully integrate the two companies, resulted in many employees experiencing change in type of job, colleagues, work place etc. Despite this, it seems like employees actually feel that they are able to use their competencies in the new organization, which may be regarded as a sign of the merger integration being a success. A reason for the high mean score may be the fact that employees were able to apply for a new position in the organization. They probably applied for a job in which they felt their competencies exploited and most of these got a job they desired. Furthermore, the analyses revealed that being able to utilize one's competencies had a positive effect on whether people felt that best practices were drawn from both companies. The fact that employees to a great extent feel that they are able to use their competencies in their current job facilitates the drawing of best practices from both organization.

Level of integration Integration of merging companies is, according to theory, critical for transferring knowledge and realizing synergies. If there is too little integration, it is unlikely that knowledge will be transferred (Graebner 2004; Paruchuri, Nekar et al. 2006). However, in the opposite case, one can experience organizational trauma and resources may be damaged and destroyed. The company chose to fully integrate the merging companies, however, at closer investigation the data revealed that large shares of the employees work in departments consisting of an overweight of employees coming from the larger firm. When looking at the means for each integration level group, I did not find great differences. The differences were, however, greater concerning drawing of best practices in departments. What was interesting to see was that having a mix between 40-60 % did not imply a higher mean score. Further, the highest mean was found for the group of employees working in departments with only employees from the larger firm. These results were not really as expected. Rather one would expect that those working in departments with a mix between 40-60 % would have higher means, since the mix is quite good and there is not really a dominant group. Further, it is somewhat peculiar that departments with employees from only the larger company to a greater extent feel that they draw best practices from both companies. One explanation may be that employees working in such departments have not experienced much change and are quite content with their work situation and work environment, consequently they respond more positively to the questions. The analyses revealed that people coming from departments with 0.1-20 % employees from the smaller firm to a lesser extent feel that they draw best practices from both companies in their department.

Previous employer Identifying and applying best practices in the new organization is never an easy task. Research on best practices has shown that it is often difficult to understand and appreciate the practices of the other part, and people are often emotionally attached to their way of doing things. Furthermore, as mentioned, one side may dominate strongly in the identification of best practices; there is a tendency towards the dominant side's practices becoming the best. There is a significant difference in terms of size between the two merged companies in this case. When the merger became a reality, as much as 75 % came from the larger company. This may have important implication for the identification of best practices; those coming from the smaller company may feel inferior and feel that their way of doing thing is less accepted. The process of identifying best practices and implementing it, rely heavily on people being willing to transfer knowledge and adapt new practices. Through investigation of the data, smaller means are found in the group of employees coming from the smaller company compared to those coming from the larger; 3.98 and 4.13 respectively. This implies that those coming from the larger company to a larger extent agree with the statements of drawing of best practices from both companies in both departments and discipline areas. The regression analysis also revealed

significant differences between the employees coming from the two companies. Those who have a background in the smaller company to a lesser extent feel that best practices are drawn from both companies, implying that previous employer has an effect on knowledge transfer. What was interesting to see was that coming from the smaller company explained less of the variance in drawing of best practices in discipline area. It is important to note that this is just the perception of employees; in reality it may be different. It may be a perception based on the smaller company feeling that they are inferior. Otherwise it may be true that best practices are to a lesser extent drawn from both companies, and the dominant part just not realizing it.

5.2 Cooperation & Sharing

Further, knowledge transfer was investigated in terms of cooperation and sharing of experiences. Cooperation and sharing of experiences is a prerequisite for achieving synergies related to knowledge transfer. Transfer of tacit knowledge, which involves most of the knowledge, is not easy, but can be done through collaboration and communication. Cooperation and sharing requires a relationship, which has also shown to facilitate transfer of knowledge. Ranft and Lord (2002) found, as mentioned, that an organizational structure that supports cooperation and sharing facilitates knowledge transfer. Through such an organizational structure, by working in teams, having social networks, and collaborating norms, one can build interpersonal relationships. The merged company scored quite high on cooperation and sharing of experiences, more specifically 4.85, implying that they agree with the statement '*in my department we cooperate and share experiences*'. This gives an indication of the merger being quite successful regarding integration of people and that knowledge is in fact being shared. It appears like they have been able to build interpersonal relationships and make an environment where people are willing to both share their knowledge and learn from others.

Attitudes As with best practices, attitudes are also important for cooperation and sharing of experiences. To a great extent the same issues that were relevant for best practices also apply here. People's attitudes can give us an indication about their emotions, and consequently their willingness to share. Attitudes influence merger integration processes significantly. The analysis conducted concerning the relationship between attitudes and cooperation and sharing, to a large extent, revealed the same effect that attitudes had on best practices: having positive attitudes has a positive effect whether people feel that they cooperate and share experiences in their department.

Utilization of competencies Theory related to knowledge transfer and M&As states that people who experience changes related to job tasks and work environment are likely to feel to a lesser extent that they utilize their competencies. Such feelings may have an effect on their willingness to share knowledge (Empson 2001; Boye and Meyer 2008). Furthermore, preserving and integrating knowledge requires that one use the knowledge on a regular basis, if not it can easily disappear, and it is not very likely to be shared. The regression analysis revealed that utilization of competencies had a positive effect on cooperation and sharing of experiences. This is in accordance with what would be expected based on theory. The more people feel that they utilize their competencies in their current position, the more they feel that they cooperate and share experiences in their department.

Level of integration Integration of the parts in a merger is critical when the motive for the merger is knowledge transfer, according to theory previously presented. Further, dominance of one part may hinder collaboration and the building of a mutual relationship in a new organization; employees may be less motivated to working together and sharing experiences. When investigating the results revealed by the regression analysis, no significant results were found. Investigation of the means of the mix groups also revealed quite similar means. This may be interpreted as an indication of mix not having much impact on cooperation and sharing of experiences. It may be regarded as a sign of the new organization successfully having created an environment for cooperation and sharing of knowledge in the organization.

Previous employer Finally, previous employer was also investigated. It was interesting to see that those coming from the smaller company have in fact higher means compared to those coming from the larger company. Furthermore, the regression analyses revealed that employees coming from the smaller company to a larger extent feel that they cooperate and share experiences in their department, compared to those coming from the larger company. However, the β was quite low, implying that it does not explain much of the variance in cooperation and sharing of experiences. The fact that the inferior part was more positive is an interesting result, which draws in the direction of knowledge transfer actually occurring. Further, it can be regarded as an indication of the merger being quite successful when it comes to creating an organization that promotes knowledge sharing. They appear to have been able to create a united organization where people work together despite different company backgrounds.

5.3 The context

The survey revealed quite high scores on the two knowledge dimensions transfer investigated in this study, an indication of the company being quite successful in terms of knowledge transfer in the merger integration. They appear, based on these results, to have been able to share and draw knowledge from both companies. The fact that they score lower on whether best practices are drawn from both companies, and the smaller company being less positive towards this variable, may be a result of the difference in size. They may not be able to follow their ambition of equality in this area, which is quite understandable given the difference in size. This may also give support what previous researchers have suggested. Vaara et al (2003) found that there were great challenges associated to identifying and implementing best practices. One side may dominate, and the practices of the stronger and dominant part often become the best. The fact that they have high scores on cooperation and sharing of experiences indicates that knowledge transfer is in fact occurring and that they have been successful in the integration of the two companies. However, it is questionable and uncertain whether the extent of knowledge being transferred is large enough for the new company to create values over and above what they could have created as separate companies.

Taking the background information on the case into account, there are several choices made by the merged company that may have facilitated knowledge transfer, and that have influenced people's attitudes towards the merger and utilization of competencies. They have used extensive communication through information web, newsletters, and meetings, both prior to the merger and during the integration. According to Graebner (2004) communication is of considerable importance in a merger integration process. In addition they also had an integration planning committee, which ensured the interface between the two companies. This is likely to reduce the uncertainty related to M&As and create an environment in which knowledge transfer can occur (Boye and Meyer 2008). Further, they also set out to create a common culture with focus on personal and professional development, which would be gradually developed. Having a similar culture facilitates knowledge transfer according to Farooqui (2008). The values were clearly stated in documents and knowledge transfer has been strongly emphasized both prior to the merger and during the integration.

Furthermore, my analysis of the level of integration in departments showed that many departments were not really integrated. Consequently, it appears that the merged company have not really fully integrated the entire organization as was their objective prior to the merger. However, theory on merger integration asserts that integration is a prerequisite for knowledge transfer, but at the same time, with full integration, there is the potential of organizational trauma and destruction of knowledge (Graebner 2004; Paruchuri, Nekar et al. 2006; Boye and Meyer 2008). Despite their ambition of full integration, this is somewhat difficult due to the difference in size between the two companies, and it appears that not integrating fully does not have a large effect on knowledge transfer. Having a low level of integration appears to have a somewhat more negative effect on the drawing of best practices in departments compared to having a more equal mix of employees from the two companies. Finally, it is likely that decision of spending time on the integration planning has facilitated knowledge transfer in the merger

integration. They spent a whole year planning before merger took place. This gave employees the time to adjust and prepare for the integration, and during that time they got extensive information about the process.

To conclude, the results proved an influential link between the three factors investigated (attitudes towards the merger, individual utilization of competencies, and level of integration) and perceptions of knowledge transfer. Moreover, there also appear to be differences between employees according to previous employer. However, there are indications of this being a successful merger integration regarding their ambitions of knowledge transfer. Consequently, the factors investigated in this paper may be important to consider in merger integration processes that aim to realize synergies related to knowledge.

6 Limitations & Implications

This study was done as a part of a merger integration project. It is based on a solid theoretical background, however it focuses on one single merger, and consequently the findings cannot really be generalized. Further, the analysis is based on a survey, which was conducted by merged company. It is not really made for investigating knowledge transfer in the merger in-depth. Consequently, the variables used for measuring knowledge transfer may not be perfect. It is certain that there are other aspects to knowledge transfer than the ones considered here. This study to a large extent focuses on knowledge transfer between people as they are at the heart of knowledge transfer. Still, it is certain that knowledge transfer can also occur through procedures, documents, etc, which may be reasonable ways of transferring explicit knowledge. In addition, the variable on level of integration had to be made based on the respondents in the survey – access to factual shares in the departments was not provided. Further, it appears like the response rate in this survey is larger among employees coming from the larger company. A challenge was that the research model and hypotheses had to be based on data that was already collected. Consequently, the process of finding a topic, research model, and collecting data was sort of reverse compared to what is normal. The questions were already formulated, they could not be reformulated and control questions could not be included. This certainly constitutes a limitation of the study. However, I believe that the variables selected from the survey represent important factors of knowledge transfer. Also, I believe that these variables can give us a good indication of whether knowledge transfer has in fact occurred during the integration process and whether they are increasing the organization's competencies. Drawing best practices was one of the main ambitions when they decided to merge, consequently, using these variables may give us important results concerning whether they have achieved such synergies. Also, the fact that the survey was sent out to the entire organization of which 82 % responded strengthens the analysis. Furthermore, the analyses are based on people's perceptions of knowledge transfer. In reality it may be somewhat different. Especially when it comes to drawing of best practices from both companies this is important; people may perceive it somewhat different than how it is in reality. Also, through answering questions in a survey, such as the GPS, they may not be able to really show how they feel. As for the drawing of general conclusion based on this study, I believe that one should be careful of drawing such. However, the study describes an integration process and important factors that may facilitate knowledge transfer in merger integration processes, findings that might be useful to take into consideration in other merger integration. However, one should be aware that every merger integration process is different, and different factors may be more or less important.

Mergers and acquisitions are continuously increasing, and increasingly knowledge transfer is a major motive. However, research related to the topic of knowledge transfer in M&As is somewhat limited, especially when it comes to whether one is able to increase the competencies in the firm and the value of the firm as a result of an M&A. Factors influencing knowledge transfer in M&A integration processes remains to be investigated in detail, which would be valuable due to factors such as attitudes having several dimensions. The same goes for the term knowledge transfer. Different factors may have varying implication on the different dimensions that exist of knowledge transfer; to great extent knowledge transfer is used without defining in

what terms or dimensions it has been investigated. I believe that further research is especially necessary when it comes to the level of integration between the two firms. This study found some proof of a low level of integration resulting in less drawing of best practices, however I believe further investigation is needed, where the level of interaction between employees from different firms is considered as well. There is limited existing research regarding the integration of employees and its effects on knowledge transfer. Finally, to a large extent research looks at mergers and acquisitions interchangeably. I believe that it would be valuable to look at these separately, as factors influencing them are likely to differ.

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APPENDIX

Tabell 2: Hypothesis 1 - Results from regression analyses

Model	Best Practices in department (dependent)				Best practices in disc. area (dependent)				Cooperate and Share (dependent)			
	Unstd. Coeff	Std. Coeff	t	Sig.	Unstd. Coeff	Std. Coeff	t	Sig	Unstd. Coeff	Std. Coeff	t	Sig
	β	β			β	β			β	β		
(Constant)	0.63		10.30	0.00	0.90		15.04	0.00	3.19		60.10	0.00
Attitude 1	0.29	0.29	31.90	0.00	0.25	0.27	28.36	0.00	0.16	0.21	20.93	0.00
Attitude 2	0.49	0.42	46.02	0.00	0.49	0.44	47.23	0.00	0.19	0.21	20.56	0.00
Woman	0.06	0.02	2.83	0.01	0.03	0.01	1.51	0.13	0.03	0.01	1.38	0.17
Company A	-0.22	-0.07	-8.49	0.00	-0.13	-0.04	-5.02	0.00	0.13	0.06	5.74	0.00
Supervisory Resp.	0.14	0.04	5.08	0.00	0.12	0.04	4.66	0.00	0.13	0.05	5.53	0.00
AgeUnder25	0.05	0.01	0.58	0.56	0.12	0.01	1.27	0.20	0.20	0.03	2.67	0.01
Age25_35	-0.04	-0.01	-1.42	0.16	-0.02	-0.01	-0.87	0.39	0.07	0.03	2.83	0.01
Age46_57	0.02	0.01	1.00	0.32	0.01	0.00	0.21	0.83	0.01	0.01	0.52	0.61
AgeAbove58	0.15	0.03	2.87	0.00	0.11	0.02	2.24	0.03	0.08	0.02	1.89	0.06
BA 1	-0.27	-0.08	-5.91	0.00	-0.31	-0.09	-6.95	0.00	-0.07	-0.03	-1.76	0.08
BA 2	-0.20	-0.07	-5.01	0.00	-0.17	-0.06	-4.20	0.00	0.03	0.01	0.76	0.45
BA 3	-0.22	-0.04	-3.96	0.00	-0.32	-0.06	-5.92	0.00	-0.09	-0.03	-2.07	0.04
BA 4	-0.16	-0.05	-3.56	0.00	-0.11	-0.03	-2.66	0.01	-0.06	-0.02	-1.48	0.14
BA 5	0.07	0.02	1.50	0.13	0.07	0.02	1.47	0.14	0.09	0.03	2.16	0.03
BA 6	0.04	0.01	0.85	0.40	0.14	0.05	3.36	0.00	0.13	0.05	3.46	0.00
BA 7	0.26	0.03	3.12	0.00	0.22	0.02	2.62	0.01	0.10	0.01	1.34	0.18
BA 8	0.23	0.01	1.51	0.13	0.18	0.01	1.23	0.22	0.14	0.01	1.08	0.28
BA 9	-0.04	0.00	-0.27	0.79	0.07	0.01	0.54	0.59	-0.03	0.00	-0.27	0.79

Dependent variables: Best Practices in department, Best Practices in discipline area, Cooperate and share knowledge and experiences in department.

Reference variables: man, Company B, Age36_45, BA 10

Tabell 3: Hypothesis 2 - Results from regression analyses

Model	Best Practices in department (dependent)				Best practices in disc. area (dependent)				Cooperate and Share (dependent)			
	Unstd. Coeff	Std. Coeff	t	Sig.	Unstd. Coeff	Std. Coeff	t	Sig	Unstd. Coeff	Std. Coeff	t	Sig
	β	β			β	β			β	β		
(Constant)	2.14		29.05	0.00	2.11		29.78	0.00	2.99		59.77	0.00
Utilization of competencies woman	0.35	0.29	29.62	0.00	0.39	0.33	34.01	0.00	0.34	0.36	43.28	0.00
Company A	0.09	0.03	3.36	0.00	0.06	0.02	2.22	0.03	0.03	0.01	1.66	0.10
Supervisory Resp.	-0.30	-0.10	-10.02	0.00	-0.19	-0.07	-6.66	0.00	0.09	0.04	4.34	0.00
AgeUnder25	0.27	0.08	8.33	0.00	0.21	0.07	7.00	0.00	0.10	0.04	4.78	0.00
Age25_35	0.18	0.02	1.74	0.08	0.17	0.02	1.69	0.09	0.26	0.04	4.33	0.00
Age46_57	0.04	0.01	1.15	0.25	0.05	0.02	1.56	0.12	0.12	0.05	5.69	0.00
AgeAbove58	0.00	0.00	0.12	0.90	-0.01	-0.01	-0.43	0.67	0.00	0.00	0.04	0.97
BA 1	0.20	0.03	3.34	0.00	0.15	0.03	2.54	0.01	0.09	0.02	2.51	0.01
BA 2	0.11	0.03	2.03	0.04	0.03	0.01	0.56	0.58	0.16	0.08	4.78	0.00
BA 3	-0.13	-0.04	-2.62	0.01	-0.11	-0.04	-2.42	0.02	0.08	0.03	2.31	0.02
BA 4	0.01	0.00	0.12	0.90	-0.11	-0.02	-1.77	0.08	0.05	0.01	1.18	0.24
BA 5	0.12	0.04	2.41	0.02	0.14	0.04	2.77	0.01	0.11	0.04	3.16	0.00
BA 6	0.35	0.09	6.37	0.00	0.34	0.09	6.55	0.00	0.24	0.08	6.16	0.00
BA 7	0.05	0.02	0.94	0.35	0.12	0.04	2.56	0.01	0.12	0.05	3.47	0.00
BA 8	0.61	0.06	6.11	0.00	0.53	0.06	5.55	0.00	0.23	0.03	3.26	0.00
BA 9	0.74	0.04	4.17	0.00	0.63	0.04	3.78	0.00	0.38	0.03	2.99	0.00
BA 9	0.28	0.02	1.77	0.08	0.34	0.02	2.27	0.02	0.05	0.00	0.47	0.64

Dependent variables: Best Practices in department, Best Practices in discipline area, Cooperate and share knowledge and experiences in department.

Reference variables: man, Company B, Age36_45, BA 10

Tabell 4: Hypothesis 3 - Results from regression analyses

Model	Best Practices in department (dependent)				Best practices in disc. area (dependent)				Cooperate and Share (dependent)			
	Unstd. Coeff β	Std. Coeff β	t	Sig.	Unstd. Coeff β	Std. Coeff β	t	Sig	Unstd. Coeff β	Std. Coeff β	t	Sig
(Constant)	3.88	0.00	51.09	0.00	4.05	0.00	54.45	0.00	4.64	0.00	82.79	0.00
Level of int.0	-0.03	0.00	-0.21	0.84	-0.23	-0.02	-1.53	0.13	-0.10	-0.01	-0.98	0.33
Level of int.Below10	-0.19	-0.07	-2.39	0.02	-0.11	-0.04	-1.44	0.15	-0.05	-0.03	-0.91	0.36
Level of int.10_19.99	-0.15	-0.06	-2.40	0.02	-0.06	-0.03	-1.02	0.31	-0.09	-0.04	-1.94	0.05
Level of int.20_29.99	-0.06	-0.02	-1.01	0.31	-0.06	-0.02	-1.02	0.31	-0.02	-0.01	-0.50	0.62
Level of int.30_39.99	0.02	0.00	0.23	0.82	-0.06	-0.02	-0.99	0.33	-0.02	-0.01	-0.38	0.71
Woman	0.08	0.03	2.92	0.00	0.05	0.02	1.85	0.07	0.02	0.01	1.33	0.19
Company A	-0.35	-0.12	-10.94	0.00	-0.23	-0.08	-7.54	0.00	0.06	0.02	2.38	0.02
Supervisory Resp.	0.40	0.13	12.20	0.00	0.37	0.12	11.47	0.00	0.24	0.10	10.83	0.00
AgeUnder25	0.20	0.02	1.81	0.07	0.16	0.02	1.49	0.14	0.26	0.04	4.00	0.00
Age25_35	0.02	0.01	0.64	0.52	0.03	0.01	1.00	0.32	0.10	0.05	4.46	0.00
Age46_57	0.00	0.00	0.11	0.91	-0.02	-0.01	-0.58	0.56	0.00	0.00	0.11	0.91
AgeAbove58	0.23	0.04	3.68	0.00	0.16	0.03	2.59	0.01	0.11	0.03	2.85	0.00
BA 1	0.25	0.07	3.11	0.00	0.08	0.02	0.98	0.33	0.20	0.09	3.59	0.00
BA 2	-0.05	-0.02	-0.85	0.40	-0.10	-0.04	-1.88	0.06	0.12	0.05	3.07	0.00
BA 3	0.13	0.03	1.57	0.12	-0.08	-0.02	-1.00	0.32	0.08	0.02	1.37	0.17
BA 4	0.21	0.06	3.21	0.00	0.12	0.03	1.82	0.07	0.18	0.07	3.94	0.00
BA 5	0.36	0.09	5.97	0.00	0.35	0.09	5.98	0.00	0.27	0.09	6.13	0.00
BA 6	0.11	0.04	2.10	0.04	0.17	0.06	3.42	0.00	0.19	0.08	4.90	0.00
BA 7	0.72	0.08	6.70	0.00	0.66	0.07	6.25	0.00	0.34	0.04	4.31	0.00
BA 8	0.81	0.05	4.34	0.00	0.65	0.04	3.62	0.00	0.41	0.03	2.94	0.00
BA 9	0.36	0.02	2.15	0.03	0.29	0.02	1.77	0.08	0.07	0.01	0.61	0.55

Dependent variables: Best Practices in department, Best Practices in discipline area, Cooperate and share knowledge and experiences in department.

Reference variables: Level of int.40_60 %, male, company B, Age36_45, BA 10