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ANNEXURES

Annexure A: Key Financial Ratios of Anchor Banks

Canara Bank

Particulars	2018-19	2019-20	2020-21	2021-22
Capital				
Capital Adequacy Ratio	11.90	13.65	13.18	14.90
Debt Equity Ratio	18.20	17.42	18.59	17.56
Total Advances to Total Assets Ratio	61.56	59.70	55.39	57.34
Total Equity to Total Assets Ratio	5.21	5.43	5.10	5.39
Asset Quality				
Net NPA to Net Advances Ratio	5.37	4.22	3.82	2.65
Total Investment to Total Assets	22.02	24.35	22.68	22.98
Net NPA to Total Assets Ratio	3.30	2.52	2.12	1.52
Gross NPA to Gross Advances	8.83	8.04	8.93	7.51
Management Efficiency				
Business per employee	1706.81	1763.00	1814.00	1991.00
Profit per Employee	1.00	-4.00	3.00	7.00
Total Expenditure to Total Income Ratio	99.35	103.94	96.97	89.57
Total Advances to Total Deposits Ratio	71.40	69.11	63.22	64.76
Total Income to Total Assets Ratio	7.68	7.84	7.33	7.00
Earnings				
Return on Equity	0.97	-5.92	4.62	8.70
Net Interest Margin	2.21	1.85	2.18	2.26
Interest Income to Total Assets	7.14	6.90	6.28	5.82
Interest Income to Total Income	87.68	86.23	81.92	80.80
Liquidity				
Cash Deposit Ratio	4.99	3.61	4.26	4.75
Liquid Assets to Total Assets	9.52	9.43	15.46	14.84
Liquid Assets to Total Deposits	11.04	10.92	17.65	16.76

Punjab National Bank

Particulars	2018-19	2019-20	2020-21	2021-22
Capital				
Capital Adequacy Ratio	9.73	14.14	14.32	14.50
Debt Equity Ratio	16.30	12.32	12.86	12.77
Total Advances to Total Assets Ratio	59.13	56.80	53.48	55.38
Total Equity to Total Assets Ratio	5.78	7.51	7.21	7.26
Asset Quality				
Net NPA to Net Advances Ratio	6.56	5.78	5.73	4.80
Total Investment to Total Assets	26.08	28.95	31.17	28.31
Net NPA to Total Assets Ratio	3.88	3.28	3.06	2.66
Gross NPA to Gross Advances	15.50	14.21	14.12	11.78
Management Efficiency				

Business per employee	1680.00	1814.00	1885.00	1941.00
Profit per Employee	-15.00	1.00	2.00	4.00
Total Expenditure to Total Income Ratio	117.00	99.47	97.84	95.05
Total Advances to Total Deposits Ratio	67.79	67.04	60.94	63.53
Total Income to Total Assets Ratio	7.57	7.59	7.42	6.63
Earnings				
Return on Equity	-23.24	0.63	2.29	4.02
Net Interest Margin	2.23	2.17	2.43	2.33
Interest Income to Total Assets	6.66	6.70	6.43	5.59
Interest Income to Total Income	87.43	85.30	86.31	85.87
Liquidity				
Cash Deposit Ratio	4.75	5.46	3.97	4.94
Liquid Assets to Total Assets	9.72	9.15	8.83	10.09
Liquid Assets to Total Deposits	11.14	10.80	10.06	11.57

Union Bank of India

Particulars	2018-19	2019-20	2020-21	2021-22
Capital				
Capital Adequacy Ratio	11.78	12.81	12.56	14.52
Debt Equity Ratio	17.65	15.30	15.62	15.83
Total Advances to Total Assets Ratio	60.10	57.21	55.14	55.66
Total Equity to Total Assets Ratio	5.36	6.14	6.02	5.94
Asset Quality				
Net NPA to Net Advances Ratio	6.85	5.49	4.62	3.68
Total Investment to Total Assets	25.51	27.68	30.93	29.35
Net NPA to Total Assets Ratio	4.12	3.14	2.55	2.05
Gross NPA to Gross Advances	14.98	14.15	13.74	11.11
Management Efficiency				
Business per employee	1879.00	2006.00	1923.00	2048.00
Profit per Employee	-8.00	-8.00	4.00	7.00
Total Expenditure to Total Income Ratio	107.65	106.82	96.37	89.34
Total Advances to Total Deposits Ratio	71.39	69.91	63.97	64.03
Total Income to Total Assets Ratio	7.80	7.72	7.47	6.78
Earnings				
Return on Equity	-11.43	-9.62	4.68	7.75
Net Interest Margin	2.08	2.19	2.36	3.56
Interest Income to Total Assets	6.94	7.13	6.56	6.11
Interest Income to Total Income	88.39	87.62	85.85	84.44
Liquidity				
Cash Deposit Ratio	5.00	4.46	4.10	4.47
Liquid Assets to Total Assets	8.71	10.01	7.88	10.06
Liquid Assets to Total Deposits	10.35	12.23	9.14	11.58

Indian Bank

Particulars	2018-19	2019-20	2020-21	2021-22
Capital				
Capital Adequacy Ratio	13.21	14.12	15.71	16.53
Debt Equity Ratio	13.44	13.01	15.30	14.37
Total Advances to Total Assets Ratio	64.72	63.94	58.15	57.94
Total Equity to Total Assets Ratio	6.92	7.14	6.14	6.51
Asset Quality				
Net NPA to Net Advances Ratio	3.75	3.13	3.37	2.27
Total Investment to Total Assets	23.21	26.25	28.20	25.99
Net NPA to Total Assets Ratio	2.43	2.00	1.96	1.32
Gross NPA to Gross Advances	7.11	6.87	9.85	8.47
Management Efficiency				
Business per employee	2174.00	2462.00	2217.00	2520.00
Profit per Employee	2.00	4.00	7.00	10.00
Total Expenditure to Total Income Ratio	98.47	96.95	93.35	93.00
Total Advances to Total Deposits Ratio	74.88	76.04	67.65	65.56
Total Income to Total Assets Ratio	7.52	7.99	7.22	6.81
Earnings				
Return on Equity	1.70	3.63	8.21	10.25
Net Interest Margin	2.63	2.58	2.63	2.60
Interest Income to Total Assets	7.20	7.26	6.55	6.21
Interest Income to Total Income	91.06	86.60	86.55	84.89
Liquidity				
Cash Deposit Ratio	4.83	2.20	5.12	4.05
Liquid Assets to Total Assets	7.15	4.50	8.22	11.90
Liquid Assets to Total Deposits	8.27	5.35	9.56	13.46

Annexure B: Key Financial Figures Growth Rate

Particulars	Mean Pre-merger (2 years)	Mean Post-merger (2 years)	Growth rate (%)
Cash & Bank balance with RBI	22671.11	41362.75	82.45
Total Investments	149564.81	292496.13	95.56
Advances	347638.74	593781.30	70.80
Total Assets	582314.05	1064132.79	82.74
Equity	35545.68	66074.26	85.89
Deposits	496643.31	929715.21	87.20
Debt	546768.37	998058.53	82.54
Liquid Assets	52225.31	117468.76	124.93
Total Interest earned	39092.90	63619.08	62.74
Total Income	44839.11	75340.38	68.02
Total Expenditure	46876.35	70896.45	51.24
Total Interest expended	26783.86	39308.28	46.76
Gross NPA	44191.93	69482.04	57.23
NET NPA	18634.44	23662.25	26.98

Annexure C(i): Post-hoc Analysis (General view on merger among amalgamating bank employees across length of experience)

Games-Howell						
(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
upto 5 years	6-8 years	-0.882	0.341	0.054	-1.77	0.01
	9-14 years	0.480	0.311	0.416	-0.33	1.29
	Above 14 years	0.817	0.464	0.325	-0.50	2.14
6-8 years	upto 5 years	0.882	0.341	0.054	-0.01	1.77
	9-14 years	1.36129*	0.305	0.000	0.56	2.16
	Above 14 years	1.69821*	0.460	0.009	0.39	3.01
9-14 years	upto 5 years	-0.480	0.311	0.416	-1.29	0.33
	6-8 years	-1.36129*	0.305	0.000	-2.16	-0.56
	Above 14 years	0.337	0.438	0.867	-0.94	1.61
Above 14 years	upto 5 years	-0.817	0.464	0.325	-2.14	0.50
	6-8 years	-1.69821*	0.460	0.009	-3.01	-0.39
	9-14 years	-0.337	0.438	0.867	-1.61	0.94

* The mean difference is significant at the 0.05 level.

Annexure C(ii): Post-hoc Analysis (General view on merger among amalgamating bank employees across length of experience)

Games-Howell							
Dependent Variable	(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Beneficial for economic growth	upto 5 years	6-8 years	-0.805	0.343	0.095	-1.70	0.09
		9-14 years	0.463	0.356	0.566	-0.47	1.39
		Above 14 years	0.967	0.571	0.365	-0.71	2.64
	6-8 years	upto 5 years	0.805	0.343	0.095	-0.09	1.70
		9-14 years	1.268*	0.359	0.003	0.33	2.20
		Above 14 years	1.771*	0.572	0.037	0.10	3.44
	9-14 years	upto 5 years	-0.463	0.356	0.566	-1.39	0.47
		6-8 years	-1.268*	0.359	0.003	-2.20	-0.33
		Above 14 years	0.504	0.580	0.821	-1.18	2.19
	Above 14 years	upto 5 years	-0.967	0.571	0.365	-2.64	0.71
		6-8 years	-1.771*	0.572	0.037	-3.44	-0.10
		9-14 years	-0.504	0.580	0.821	-2.19	1.18
Financial Condition	upto 5 years	6-8 years	-0.752	0.354	0.152	-1.68	0.17
		9-14 years	0.239	0.357	0.908	-0.69	1.17
		Above 14 years	-0.067	0.583	0.999	-1.76	1.63
	6-8 years	upto 5 years	0.752	0.354	0.152	-0.17	1.68

		9-14 years	.992*	0.341	0.022	0.10	1.88	
		Above 14 years	0.686	0.573	0.639	-0.99	2.37	
	9-14 years	upto 5 years	-0.239	0.357	0.908	-1.17	0.69	
		6-8 years	-.992*	0.341	0.022	-1.88	-0.10	
		Above 14 years	-0.306	0.575	0.950	-1.99	1.38	
	Above 14 years	upto 5 years	0.067	0.583	0.999	-1.63	1.76	
		6-8 years	-0.686	0.573	0.639	-2.37	0.99	
		9-14 years	0.306	0.575	0.950	-1.38	1.99	
Global presence Organization and employees	upto 5 years	6-8 years	-0.651	0.405	0.380	-1.71	0.41	
		9-14 years	0.259	0.412	0.923	-0.82	1.34	
		Above 14 years	1.467	0.703	0.207	-0.59	3.52	
	6-8 years	upto 5 years	0.651	0.405	0.380	-0.41	1.71	
		9-14 years	0.910	0.393	0.102	-0.12	1.94	
		Above 14 years	2.118*	0.692	0.041	0.08	4.16	
	9-14 years	upto 5 years	-0.259	0.412	0.923	-1.34	0.82	
		6-8 years	-0.910	0.393	0.102	-1.94	0.12	
		Above 14 years	1.208	0.696	0.346	-0.84	3.25	
	Above 14 years	upto 5 years	-1.467	0.703	0.207	-3.52	0.59	
		6-8 years	-2.118*	0.692	0.041	-4.16	-0.08	
		9-14 years	-1.208	0.696	0.346	-3.25	0.84	
	upto 5 years	6-8 years	-1.040	0.403	0.054	-2.09	0.01	
		9-14 years	0.340	0.368	0.792	-0.62	1.30	
		Above 14 years	1.089	0.433	0.082	-0.10	2.28	
	6-8 years	upto 5 years	1.040	0.403	0.054	-0.01	2.09	
		9-14 years	1.380*	0.368	0.002	0.42	2.34	
		Above 14 years	2.129*	0.433	0.000	0.94	3.32	
	9-14 years	upto 5 years	-0.340	0.368	0.792	-1.30	0.62	
		6-8 years	-1.380*	0.368	0.002	-2.34	-0.42	
		Above 14 years	0.749	0.401	0.274	-0.38	1.87	
	Above 14 years	upto 5 years	-1.089	0.433	0.082	-2.28	0.10	
		6-8 years	-2.129*	0.433	0.000	-3.32	-0.94	
		9-14 years	-0.749	0.401	0.274	-1.87	0.38	
	Positive change in service quality	upto 5 years	6-8 years	-1.115*	0.375	0.019	-2.09	-0.13
			9-14 years	0.767	0.343	0.121	-0.13	1.67
			Above 14 years	0.689	0.431	0.399	-0.50	1.88
6-8 years		upto 5 years	1.115*	0.375	0.019	0.13	2.09	
		9-14 years	1.882*	0.330	0.000	1.02	2.74	
		Above 14 years	1.804*	0.421	0.002	0.63	2.97	
9-14 years		upto 5 years	-0.767	0.343	0.121	-1.67	0.13	
		6-8 years	-1.882*	0.330	0.000	-2.74	-1.02	
		Above 14 years	-0.078	0.393	0.997	-1.20	1.04	
Above 14		upto 5 years	-0.689	0.431	0.399	-1.88	0.50	

	years	6-8 years	-1.804*	0.421	0.002	-2.97	-0.63
		9-14 years	0.078	0.393	0.997	-1.04	1.20
Favour merger	upto 5 years	6-8 years	-0.927	0.407	0.111	-1.99	0.14
		9-14 years	0.810	0.354	0.110	-0.12	1.74
		Above 14 years	0.756	0.596	0.595	-0.95	2.46
	6-8 years	upto 5 years	0.927	0.407	0.111	-0.14	1.99
		9-14 years	1.737*	0.326	0.000	0.88	2.59
		Above 14 years	1.682*	0.579	0.049	0.01	3.36
	9-14 years	upto 5 years	-0.810	0.354	0.110	-1.74	0.12
		6-8 years	-1.737*	0.326	0.000	-2.59	-0.88
		Above 14 years	-0.055	0.543	1.000	-1.68	1.57
	Above 14 years	upto 5 years	-0.756	0.596	0.595	-2.46	0.95
		6-8 years	-1.682*	0.579	0.049	-3.36	-0.01
		9-14 years	0.055	0.543	1.000	-1.57	1.68
* The mean difference is significant at the 0.05 level.							

Annexure D(i): Post-hoc Analysis (Benefits pertaining to merger among amalgamating bank employees across length of experience)

Games-Howell						
(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
upto 5 years	6-8 years	-0.378	0.231	0.366	-0.98	0.23
	9-14 years	0.147	0.229	0.919	-0.45	0.75
	Above 14 years	0.818	0.379	0.179	-0.27	1.91
6-8 years	upto 5 years	0.378	0.231	0.366	-0.23	0.98
	9-14 years	.52416*	0.194	0.040	0.02	1.03
	Above 14 years	1.19524*	0.359	0.026	0.13	2.26
9-14 years	upto 5 years	-0.147	0.229	0.919	-0.75	0.45
	6-8 years	-.52416*	0.194	0.040	-1.03	-0.02
	Above 14 years	0.671	0.357	0.287	-0.39	1.73
Above 14 years	upto 5 years	-0.818	0.379	0.179	-1.91	0.27
	6-8 years	-1.19524*	0.359	0.026	-2.26	-0.13
	9-14 years	-0.671	0.357	0.287	-1.73	0.39
* The mean difference is significant at the 0.05 level.						

Annexure D(ii): Post-hoc Analysis (Benefits pertaining to merger among amalgamating bank employees across length of experience)

Games-Howell							
Dependent Variable	(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Chance of improvement in	upto 5 years	6-8 years	-0.315	0.307	0.734	-1.12	0.49

Working Condition		9-14 years	0.725	0.300	0.080	-0.06	1.51
		Above 14 years	0.767	0.554	0.530	-0.86	2.39
	6-8 years	upto 5 years	0.315	0.307	0.734	-0.49	1.12
		9-14 years	1.041*	0.281	0.002	0.31	1.78
		Above 14 years	1.082	0.544	0.245	-0.53	2.70
	9-14 years	upto 5 years	-0.725	0.300	0.080	-1.51	0.06
		6-8 years	-1.041*	0.281	0.002	-1.78	-0.31
		Above 14 years	0.041	0.540	1.000	-1.57	1.65
	Above 14 years	upto 5 years	-0.767	0.554	0.530	-2.39	0.86
		6-8 years	-1.082	0.544	0.245	-2.70	0.53
		9-14 years	-0.041	0.540	1.000	-1.65	1.57
	Learn new things	upto 5 years	6-8 years	-0.743	0.397	0.248	-1.78
9-14 years			0.302	0.388	0.864	-0.71	1.32
Above 14 years			1.200	0.534	0.147	-0.31	2.71
6-8 years		upto 5 years	0.743	0.397	0.248	-0.30	1.78
		9-14 years	1.045*	0.360	0.023	0.10	1.99
		Above 14 years	1.943*	0.514	0.008	0.47	3.41
9-14 years		upto 5 years	-0.302	0.388	0.864	-1.32	0.71
		6-8 years	-1.045*	0.360	0.023	-1.99	-0.10
		Above 14 years	0.898	0.507	0.323	-0.56	2.36
Above 14 years		upto 5 years	-1.200	0.534	0.147	-2.71	0.31
		6-8 years	-1.943*	0.514	0.008	-3.41	-0.47
		9-14 years	-0.898	0.507	0.323	-2.36	0.56
Training and development prospects	upto 5 years	6-8 years	-0.784	0.349	0.119	-1.70	0.13
		9-14 years	-0.092	0.316	0.991	-0.92	0.74
		Above 14 years	0.856	0.418	0.203	-0.31	2.02
	6-8 years	upto 5 years	0.784	0.349	0.119	-0.13	1.70
		9-14 years	0.692	0.312	0.125	-0.12	1.51
		Above 14 years	1.639*	0.415	0.004	0.48	2.80
	9-14 years	upto 5 years	0.092	0.316	0.991	-0.74	0.92
		6-8 years	-0.692	0.312	0.125	-1.51	0.12
		Above 14 years	0.947	0.387	0.108	-0.16	2.06
	Above 14 years	upto 5 years	-0.856	0.418	0.203	-2.02	0.31
		6-8 years	-1.639*	0.415	0.004	-2.80	-0.48
		9-14 years	-0.947	0.387	0.108	-2.06	0.16
Fringe benefits and perks	upto 5 years	6-8 years	-0.258	0.366	0.896	-1.22	0.70
		9-14 years	-0.233	0.394	0.935	-1.26	0.80
		Above 14 years	0.889	0.542	0.385	-0.66	2.44
	6-8 years	upto 5 years	0.258	0.366	0.896	-0.70	1.22
		9-14 years	0.025	0.372	1.000	-0.95	1.00
		Above 14 years	1.146	0.526	0.176	-0.38	2.67
	9-14 years	upto 5 years	0.233	0.394	0.935	-0.80	1.26

		6-8 years	-0.025	0.372	1.000	-1.00	0.95
		Above 14 years	1.122	0.546	0.209	-0.43	2.68
	Above 14 years	upto 5 years	-0.889	0.542	0.385	-2.44	0.66
		6-8 years	-1.146	0.526	0.176	-2.67	0.38
		9-14 years	-1.122	0.546	0.209	-2.68	0.43
Work load decreased	upto 5 years	6-8 years	0.419	0.272	0.419	-0.30	1.14
		9-14 years	0.495	0.266	0.253	-0.20	1.20
		Above 14 years	0.544	0.357	0.439	-0.44	1.53
	6-8 years	upto 5 years	-0.419	0.272	0.419	-1.14	0.30
		9-14 years	0.076	0.184	0.976	-0.40	0.56
		Above 14 years	0.125	0.301	0.975	-0.75	1.00
	9-14 years	upto 5 years	-0.495	0.266	0.253	-1.20	0.20
		6-8 years	-0.076	0.184	0.976	-0.56	0.40
		Above 14 years	0.049	0.296	0.998	-0.82	0.92
	Above 14 years	upto 5 years	-0.544	0.357	0.439	-1.53	0.44
		6-8 years	-0.125	0.301	0.975	-1.00	0.75
		9-14 years	-0.049	0.296	0.998	-0.92	0.82
Work hours decreased	upto 5 years	6-8 years	0.082	0.244	0.987	-0.56	0.72
		9-14 years	0.120	0.254	0.965	-0.55	0.79
		Above 14 years	0.389	0.364	0.712	-0.64	1.41
	6-8 years	upto 5 years	-0.082	0.244	0.987	-0.72	0.56
		9-14 years	0.039	0.199	0.997	-0.48	0.56
		Above 14 years	0.307	0.328	0.786	-0.66	1.27
	9-14 years	upto 5 years	-0.120	0.254	0.965	-0.79	0.55
		6-8 years	-0.039	0.199	0.997	-0.56	0.48
		Above 14 years	0.269	0.335	0.852	-0.71	1.24
	Above 14 years	upto 5 years	-0.389	0.364	0.712	-1.41	0.64
		6-8 years	-0.307	0.328	0.786	-1.27	0.66
		9-14 years	-0.269	0.335	0.852	-1.24	0.71
Work culture improve	upto 5 years	6-8 years	-0.527	0.263	0.194	-1.21	0.16
		9-14 years	-0.162	0.282	0.939	-0.90	0.57
		Above 14 years	.756*	0.235	0.012	0.13	1.38
	6-8 years	upto 5 years	0.527	0.263	0.194	-0.16	1.21
		9-14 years	0.364	0.272	0.539	-0.35	1.07
		Above 14 years	1.282*	0.223	0.000	0.69	1.88
	9-14 years	upto 5 years	0.162	0.282	0.939	-0.57	0.90
		6-8 years	-0.364	0.272	0.539	-1.07	0.35
		Above 14 years	.918*	0.245	0.002	0.27	1.57
	Above 14 years	upto 5 years	-.756*	0.235	0.012	-1.38	-0.13
		6-8 years	-1.282*	0.223	0.000	-1.88	-0.69
		9-14 years	-.918*	0.245	0.002	-1.57	-0.27
Belongingness with co-worker improved	upto 5 years	6-8 years	-0.771	0.413	0.249	-1.85	0.31
		9-14 years	-0.269	0.368	0.884	-1.23	0.69

		Above 14 years	0.911	0.410	0.150	-0.23	2.05
	6-8 years	upto 5 years	0.771	0.413	0.249	-0.31	1.85
		9-14 years	0.502	0.428	0.646	-0.62	1.62
		Above 14 years	1.682*	0.464	0.005	0.42	2.94
	9-14 years	upto 5 years	0.269	0.368	0.884	-0.69	1.23
		6-8 years	-0.502	0.428	0.646	-1.62	0.62
		Above 14 years	1.180*	0.425	0.048	0.01	2.35
	Above 14 years	upto 5 years	-0.911	0.410	0.150	-2.05	0.23
		6-8 years	-1.682*	0.464	0.005	-2.94	-0.42
		9-14 years	-1.180*	0.425	0.048	-2.35	-0.01
Better policies	upto 5 years	6-8 years	-0.405	0.285	0.490	-1.15	0.34
		9-14 years	-0.176	0.353	0.959	-1.10	0.75
		Above 14 years	0.967	0.478	0.225	-0.42	2.35
	6-8 years	upto 5 years	0.405	0.285	0.490	-0.34	1.15
		9-14 years	0.228	0.326	0.897	-0.63	1.08
		Above 14 years	1.371*	0.459	0.047	0.02	2.73
	9-14 years	upto 5 years	0.176	0.353	0.959	-0.75	1.10
		6-8 years	-0.228	0.326	0.897	-1.08	0.63
		Above 14 years	1.143	0.504	0.144	-0.28	2.57
	Above 14 years	upto 5 years	-0.967	0.478	0.225	-2.35	0.42
		6-8 years	-1.371*	0.459	0.047	-2.73	-0.02
		9-14 years	-1.143	0.504	0.144	-2.57	0.28
Power Autonomy increase	upto 5 years	6-8 years	0.420	0.324	0.568	-0.43	1.27
		9-14 years	.906*	0.320	0.029	0.07	1.74
		Above 14 years	1.267	0.561	0.155	-0.36	2.90
	6-8 years	upto 5 years	-0.420	0.324	0.568	-1.27	0.43
		9-14 years	0.486	0.274	0.292	-0.23	1.20
		Above 14 years	0.846	0.536	0.426	-0.75	2.44
	9-14 years	upto 5 years	-.906*	0.320	0.029	-1.74	-0.07
		6-8 years	-0.486	0.274	0.292	-1.20	0.23
		Above 14 years	0.361	0.534	0.904	-1.23	1.95
	Above 14 years	upto 5 years	-1.267	0.561	0.155	-2.90	0.36
		6-8 years	-0.846	0.536	0.426	-2.44	0.75
		9-14 years	-0.361	0.534	0.904	-1.95	1.23
Better chance in career growth	upto 5 years	6-8 years	-0.721	0.304	0.089	-1.52	0.07
		9-14 years	0.208	0.329	0.921	-0.65	1.07
		Above 14 years	0.800	0.556	0.500	-0.84	2.44
	6-8 years	upto 5 years	0.721	0.304	0.089	-0.07	1.52
		9-14 years	.929*	0.327	0.027	0.08	1.78
		Above 14 years	1.521	0.555	0.072	-0.12	3.16
	9-14 years	upto 5 years	-0.208	0.329	0.921	-1.07	0.65
		6-8 years	-.929*	0.327	0.027	-1.78	-0.08

		Above 14 years	0.592	0.569	0.729	-1.07	2.25
	Above 14 years	upto 5 years	-0.800	0.556	0.500	-2.44	0.84
		6-8 years	-1.521	0.555	0.072	-3.16	0.12
		9-14 years	-0.592	0.569	0.729	-2.25	1.07
Employee Development	upto 5 years	6-8 years	-.930*	0.280	0.007	-1.66	-0.20
		9-14 years	-0.067	0.274	0.995	-0.78	0.65
		Above 14 years	0.467	0.503	0.790	-1.02	1.96
	6-8 years	upto 5 years	.930*	0.280	0.007	0.20	1.66
		9-14 years	.863*	0.290	0.019	0.11	1.62
		Above 14 years	1.396	0.511	0.072	-0.11	2.90
	9-14 years	upto 5 years	0.067	0.274	0.995	-0.65	0.78
		6-8 years	-.863*	0.290	0.019	-1.62	-0.11
		Above 14 years	0.533	0.508	0.725	-0.97	2.03
	Above 14 years	upto 5 years	-0.467	0.503	0.790	-1.96	1.02
		6-8 years	-1.396	0.511	0.072	-2.90	0.11
		9-14 years	-0.533	0.508	0.725	-2.03	0.97
* The mean difference is significant at the 0.05 level.							

Annexure E(i): Post-hoc Analysis (Stress pertaining to merger among amalgamating bank employees across length of experience)

Games-Howell						
(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
upto 5 years	6-8 years	0.500	0.239	0.163	-0.13	1.13
	9-14 years	-0.422	0.233	0.276	-1.03	0.19
	Above 14 years	-0.349	0.264	0.558	-1.07	0.37
6-8 years	upto 5 years	-0.500	0.239	0.163	-1.13	0.13
	9-14 years	-.92194*	0.221	0.000	-1.50	-0.35
	Above 14 years	-.84887*	0.253	0.013	-1.55	-0.15
9-14 years	upto 5 years	0.422	0.233	0.276	-0.19	1.03
	6-8 years	.92194*	0.221	0.000	0.35	1.50
	Above 14 years	0.073	0.247	0.991	-0.61	0.76
Above 14 years	upto 5 years	0.349	0.264	0.558	-0.37	1.07
	6-8 years	.84887*	0.253	0.013	0.15	1.55
	9-14 years	-0.073	0.247	0.991	-0.76	0.61
* The mean difference is significant at the 0.05 level.						

Annexure E(ii): Post-hoc Analysis (Stress pertaining to merger among amalgamating bank employees across length of experience)

Games-Howell							
Dependent Variable	(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Feeling of Identity Loss	upto 5 years	6-8 years	0.104	0.409	0.994	-0.96	1.17
		9-14 years	-0.554	0.410	0.532	-1.63	0.52
		Above 14 years	-0.778	0.663	0.653	-2.72	1.16
	6-8 years	upto 5 years	-0.104	0.409	0.994	-1.17	0.96
		9-14 years	-0.659	0.418	0.397	-1.75	0.43
		Above 14 years	-0.882	0.669	0.567	-2.83	1.07
	9-14 years	upto 5 years	0.554	0.410	0.532	-0.52	1.63
		6-8 years	0.659	0.418	0.397	-0.43	1.75
		Above 14 years	-0.224	0.669	0.987	-2.17	1.73
	Above 14 years	upto 5 years	0.778	0.663	0.653	-1.16	2.72
		6-8 years	0.882	0.669	0.567	-1.07	2.83
		9-14 years	0.224	0.669	0.987	-1.73	2.17
Feeling of helplessness	upto 5 years	6-8 years	0.590	0.359	0.359	-0.35	1.53
		9-14 years	-0.286	0.354	0.850	-1.21	0.64
		Above 14 years	-0.167	0.529	0.989	-1.68	1.35
	6-8 years	upto 5 years	-0.590	0.359	0.359	-1.53	0.35
		9-14 years	-0.877	0.338	0.052	-1.76	0.00
		Above 14 years	-0.757	0.518	0.484	-2.26	0.74
	9-14 years	upto 5 years	0.286	0.354	0.850	-0.64	1.21
		6-8 years	0.877	0.338	0.052	0.00	1.76
		Above 14 years	0.120	0.515	0.995	-1.37	1.61
	Above 14 years	upto 5 years	0.167	0.529	0.989	-1.35	1.68
		6-8 years	0.757	0.518	0.484	-0.74	2.26
		9-14 years	-0.120	0.515	0.995	-1.61	1.37
Cultural mismatch chance	upto 5 years	6-8 years	0.556	0.386	0.479	-0.45	1.57
		9-14 years	-0.318	0.387	0.845	-1.33	0.70
		Above 14 years	-0.933	0.572	0.391	-2.58	0.71
	6-8 years	upto 5 years	-0.556	0.386	0.479	-1.57	0.45
		9-14 years	-0.874	0.378	0.101	-1.86	0.11
		Above 14 years	-1.489	0.566	0.080	-3.12	0.15
	9-14 years	upto 5 years	0.318	0.387	0.845	-0.70	1.33
		6-8 years	0.874	0.378	0.101	-0.11	1.86
		Above 14 years	-0.616	0.566	0.702	-2.25	1.02
	Above 14 years	upto 5 years	0.933	0.572	0.391	-0.71	2.58
		6-8 years	1.489	0.566	0.080	-0.15	3.12
		9-14 years	0.616	0.566	0.702	-1.02	2.25
Transfer to other place	upto 5 years	6-8 years	0.396	0.415	0.776	-0.69	1.48

		9-14 years	-0.387	0.398	0.765	-1.43	0.65		
		Above 14 years	-1.422*	0.432	0.015	-2.61	-0.23		
		6-8 years	upto 5 years	-0.396	0.415	0.776	-1.48	0.69	
		6-8 years	9-14 years	-0.783	0.412	0.235	-1.86	0.29	
			Above 14 years	-1.818*	0.446	0.002	-3.03	-0.60	
			9-14 years	upto 5 years	0.387	0.398	0.765	-0.65	1.43
		9-14 years	6-8 years	0.783	0.412	0.235	-0.29	1.86	
			Above 14 years	-1.035	0.430	0.102	-2.22	0.15	
			Above 14 years	upto 5 years	1.422*	0.432	0.015	0.23	2.61
		Above 14 years	6-8 years	1.818*	0.446	0.002	0.60	3.03	
9-14 years			1.035	0.430	0.102	-0.15	2.22		
Transfer to other department			upto 5 years	6-8 years	0.132	0.411	0.989	-0.95	1.21
		upto 5 years	9-14 years	0.156	0.424	0.983	-0.95	1.27	
			Above 14 years	0.089	0.759	0.999	-2.13	2.31	
			6-8 years	upto 5 years	-0.132	0.411	0.989	-1.21	0.95
		6-8 years	9-14 years	0.024	0.374	1.000	-0.95	1.00	
			Above 14 years	-0.043	0.732	1.000	-2.23	2.14	
			9-14 years	upto 5 years	-0.156	0.424	0.983	-1.27	0.95
		9-14 years	6-8 years	-0.024	0.374	1.000	-1.00	0.95	
			Above 14 years	-0.067	0.739	1.000	-2.26	2.13	
			Above 14 years	upto 5 years	-0.089	0.759	0.999	-2.31	2.13
		Above 14 years	6-8 years	0.043	0.732	1.000	-2.14	2.23	
			9-14 years	0.067	0.739	1.000	-2.13	2.26	
			Change in status	upto 5 years	6-8 years	0.746	0.416	0.282	-0.34
			upto 5 years	9-14 years	-0.533	0.409	0.564	-1.61	0.54
				Above 14 years	-2.000*	0.370	0.000	-2.98	-1.02
				6-8 years	upto 5 years	-0.746	0.416	0.282	-1.83
		6-8 years	9-14 years	-1.280*	0.384	0.006	-2.28	-0.28	
			Above 14 years	-2.746*	0.341	0.000	-3.65	-1.84	
			9-14 years	upto 5 years	0.533	0.409	0.564	-0.54	1.61
		9-14 years	6-8 years	1.280*	0.384	0.006	0.28	2.28	
			Above 14 years	-1.467*	0.333	0.000	-2.36	-0.58	
			Above 14 years	upto 5 years	2.000*	0.370	0.000	1.02	2.98
		Above 14 years	6-8 years	2.746*	0.341	0.000	1.84	3.65	
			9-14 years	1.467*	0.333	0.000	0.58	2.36	
			Chance of loss of power	upto 5 years	6-8 years	0.687	0.373	0.260	-0.29
		upto 5 years	9-14 years	-0.544	0.403	0.534	-1.60	0.51	
			Above 14 years	-1.856	0.657	0.058	-3.76	0.05	
			6-8 years	upto 5 years	-0.687	0.373	0.260	-1.66	0.29
		6-8 years	9-14 years	-1.231*	0.354	0.004	-2.16	-0.31	
			Above 14 years	-2.543*	0.628	0.008	-4.41	-0.67	
			9-14 years	upto 5 years	0.544	0.403	0.534	-0.51	1.60

		6-8 years	1.231*	0.354	0.004	0.31	2.16
		Above 14 years	-1.312	0.647	0.227	-3.20	0.58
	Above 14 years	upto 5 years	1.856	0.657	0.058	-0.05	3.76
		6-8 years	2.543*	0.628	0.008	0.67	4.41
		9-14 years	1.312	0.647	0.227	-0.58	3.20
Loss of commitment	upto 5 years	6-8 years	0.763	0.343	0.124	-0.13	1.66
		9-14 years	-0.924	0.397	0.099	-1.96	0.11
		Above 14 years	-1.522	0.688	0.174	-3.56	0.52
	6-8 years	upto 5 years	-0.763	0.343	0.124	-1.66	0.13
		9-14 years	-1.688*	0.375	0.000	-2.67	-0.71
		Above 14 years	-2.286*	0.675	0.026	-4.31	-0.26
	9-14 years	upto 5 years	0.924	0.397	0.099	-0.11	1.96
		6-8 years	1.688*	0.375	0.000	0.71	2.67
		Above 14 years	-0.598	0.704	0.830	-2.66	1.46
	Above 14 years	upto 5 years	1.522	0.688	0.174	-0.52	3.56
		6-8 years	2.286*	0.675	0.026	0.26	4.31
		9-14 years	0.598	0.704	0.830	-1.46	2.66
Job responsibility	upto 5 years	6-8 years	0.892	0.386	0.103	-0.12	1.90
		9-14 years	-0.038	0.422	1.000	-1.14	1.06
		Above 14 years	0.578	0.793	0.884	-1.77	2.93
	6-8 years	upto 5 years	-0.892	0.386	0.103	-1.90	0.12
		9-14 years	-0.930	0.380	0.075	-1.92	0.06
		Above 14 years	-0.314	0.772	0.976	-2.64	2.01
	9-14 years	upto 5 years	0.038	0.422	1.000	-1.06	1.14
		6-8 years	0.930	0.380	0.075	-0.06	1.92
		Above 14 years	0.616	0.790	0.862	-1.73	2.96
	Above 14 years	upto 5 years	-0.578	0.793	0.884	-2.93	1.77
		6-8 years	0.314	0.772	0.976	-2.01	2.64
		9-14 years	-0.616	0.790	0.862	-2.96	1.73
Work load increase chance	upto 5 years	6-8 years	1.128*	0.383	0.021	0.13	2.13
		9-14 years	0.456	0.401	0.667	-0.59	1.51
		Above 14 years	2.178*	0.628	0.019	0.33	4.02
	6-8 years	upto 5 years	-1.128*	0.383	0.021	-2.13	-0.13
		9-14 years	-0.672	0.419	0.381	-1.77	0.42
		Above 14 years	1.050	0.640	0.389	-0.81	2.91
	9-14 years	upto 5 years	-0.456	0.401	0.667	-1.51	0.59
		6-8 years	0.672	0.419	0.381	-0.42	1.77
		Above 14 years	1.722	0.651	0.078	-0.16	3.60
	Above 14 years	upto 5 years	-2.178*	0.628	0.019	-4.02	-0.33
		6-8 years	-1.050	0.640	0.389	-2.91	0.81
		9-14 years	-1.722	0.651	0.078	-3.60	0.16
Increase in working hrs chance	upto 5 years	6-8 years	0.774	0.449	0.317	-0.40	1.95
		9-14 years	0.098	0.436	0.996	-1.04	1.24

		Above 14 years	1.467	0.672	0.174	-0.48	3.41
	6-8 years	upto 5 years	-0.774	0.449	0.317	-1.95	0.40
		9-14 years	-0.676	0.435	0.410	-1.81	0.46
		Above 14 years	0.693	0.672	0.734	-1.25	2.63
	9-14 years	upto 5 years	-0.098	0.436	0.996	-1.24	1.04
		6-8 years	0.676	0.435	0.410	-0.46	1.81
		Above 14 years	1.369	0.663	0.213	-0.56	3.30
	Above 14 years	upto 5 years	-1.467	0.672	0.174	-3.41	0.48
		6-8 years	-0.693	0.672	0.734	-2.63	1.25
		9-14 years	-1.369	0.663	0.213	-3.30	0.56
Fringe benefits reduced	upto 5 years	6-8 years	0.797	0.391	0.181	-0.22	1.82
		9-14 years	0.550	0.407	0.533	-0.52	1.62
		Above 14 years	1.311	0.637	0.216	-0.55	3.17
	6-8 years	upto 5 years	-0.797	0.391	0.181	-1.82	0.22
		9-14 years	-0.246	0.405	0.929	-1.30	0.81
		Above 14 years	0.514	0.636	0.849	-1.34	2.37
	9-14 years	upto 5 years	-0.550	0.407	0.533	-1.62	0.52
		6-8 years	0.246	0.405	0.929	-0.81	1.30
		Above 14 years	0.761	0.646	0.650	-1.11	2.63
	Above 14 years	upto 5 years	-1.311	0.637	0.216	-3.17	0.55
		6-8 years	-0.514	0.636	0.849	-2.37	1.34
		9-14 years	-0.761	0.646	0.650	-2.63	1.11
Chance of interference with family life	upto 5 years	6-8 years	0.402	0.401	0.749	-0.65	1.45
		9-14 years	-0.171	0.395	0.973	-1.20	0.86
		Above 14 years	0.844	0.656	0.585	-1.07	2.76
	6-8 years	upto 5 years	-0.402	0.401	0.749	-1.45	0.65
		9-14 years	-0.573	0.399	0.480	-1.61	0.47
		Above 14 years	0.443	0.658	0.906	-1.48	2.36
	9-14 years	upto 5 years	0.171	0.395	0.973	-0.86	1.20
		6-8 years	0.573	0.399	0.480	-0.47	1.61
		Above 14 years	1.016	0.654	0.436	-0.90	2.93
	Above 14 years	upto 5 years	-0.844	0.656	0.585	-2.76	1.07
		6-8 years	-0.443	0.658	0.906	-2.36	1.48
		9-14 years	-1.016	0.654	0.436	-2.93	0.90
More privilege to anchor bank employees	upto 5 years	6-8 years	0.944	0.369	0.057	-0.02	1.91
		9-14 years	0.739	0.396	0.251	-0.30	1.78
		Above 14 years	1.044	0.805	0.582	-1.37	3.46
	6-8 years	upto 5 years	-0.944	0.369	0.057	-1.91	0.02
		9-14 years	-0.206	0.403	0.956	-1.26	0.85
		Above 14 years	0.100	0.808	0.999	-2.32	2.52
	9-14 years	upto 5 years	-0.739	0.396	0.251	-1.78	0.30
		6-8 years	0.206	0.403	0.956	-0.85	1.26

		Above 14 years	0.306	0.821	0.982	-2.13	2.74
	Above 14 years	upto 5 years	-1.044	0.805	0.582	-3.46	1.37
		6-8 years	-0.100	0.808	0.999	-2.52	2.32
		9-14 years	-0.306	0.821	0.982	-2.74	2.13
Chances of conflicts	upto 5 years	6-8 years	1.035	0.395	0.052	0.00	2.07
		9-14 years	-1.086	0.440	0.073	-2.24	0.07
		Above 14 years	-1.433	0.809	0.328	-3.80	0.93
	6-8 years	upto 5 years	-1.035	0.395	0.052	-2.07	0.00
		9-14 years	-2.121*	0.333	0.000	-2.99	-1.25
		Above 14 years	-2.468*	0.756	0.035	-4.77	-0.17
	9-14 years	upto 5 years	1.086	0.440	0.073	-0.07	2.24
		6-8 years	2.121*	0.333	0.000	1.25	2.99
		Above 14 years	-0.347	0.780	0.969	-2.67	1.98
	Above 14 years	upto 5 years	1.433	0.809	0.328	-0.93	3.80
		6-8 years	2.468*	0.756	0.035	0.17	4.77
		9-14 years	0.347	0.780	0.969	-1.98	2.67
Feeling of left out	upto 5 years	6-8 years	0.255	0.356	0.890	-0.68	1.19
		9-14 years	-1.498*	0.404	0.002	-2.55	-0.44
		Above 14 years	-2.567*	0.550	0.001	-4.15	-0.99
	6-8 years	upto 5 years	-0.255	0.356	0.890	-1.19	0.68
		9-14 years	-1.753*	0.373	0.000	-2.73	-0.78
		Above 14 years	-2.821*	0.528	0.001	-4.37	-1.28
	9-14 years	upto 5 years	1.498*	0.404	0.002	0.44	2.55
		6-8 years	1.753*	0.373	0.000	0.78	2.73
		Above 14 years	-1.069	0.562	0.264	-2.67	0.53
	Above 14 years	upto 5 years	2.567*	0.550	0.001	0.99	4.15
		6-8 years	2.821*	0.528	0.001	1.28	4.37
		9-14 years	1.069	0.562	0.264	-0.53	2.67
Interrupted career growth	upto 5 years	6-8 years	0.509	0.352	0.475	-0.41	1.43
		9-14 years	-0.446	0.361	0.606	-1.39	0.50
		Above 14 years	0.644	0.513	0.603	-0.84	2.13
	6-8 years	upto 5 years	-0.509	0.352	0.475	-1.43	0.41
		9-14 years	-0.954	0.370	0.055	-1.92	0.01
		Above 14 years	0.136	0.520	0.993	-1.36	1.63
	9-14 years	upto 5 years	0.446	0.361	0.606	-0.50	1.39
		6-8 years	0.954	0.370	0.055	-0.01	1.92
		Above 14 years	1.090	0.525	0.203	-0.41	2.59
	Above 14 years	upto 5 years	-0.644	0.513	0.603	-2.13	0.84
		6-8 years	-0.136	0.520	0.993	-1.63	1.36
		9-14 years	-1.090	0.525	0.203	-2.59	0.41
Difficulty in adapting work culture	upto 5 years	6-8 years	0.170	0.365	0.966	-0.79	1.13
		9-14 years	-0.790	0.399	0.203	-1.83	0.25
		Above 14	-0.444	0.728	0.927	-2.59	1.70

		years					
	6-8 years	upto 5 years	-0.170	0.365	0.966	-1.13	0.79
		9-14 years	-.959*	0.362	0.045	-1.90	-0.01
		Above 14 years	-0.614	0.708	0.821	-2.74	1.51
	9-14 years	upto 5 years	0.790	0.399	0.203	-0.25	1.83
		6-8 years	.959*	0.362	0.045	0.01	1.90
		Above 14 years	0.345	0.726	0.963	-1.80	2.49
	Above 14 years	upto 5 years	0.444	0.728	0.927	-1.70	2.59
		6-8 years	0.614	0.708	0.821	-1.51	2.74
		9-14 years	-0.345	0.726	0.963	-2.49	1.80
Stressed about staff changes	upto 5 years	6-8 years	0.138	0.392	0.985	-0.89	1.16
		9-14 years	-0.923	0.406	0.112	-1.98	0.14
		Above 14 years	-0.144	0.777	0.998	-2.44	2.15
	6-8 years	upto 5 years	-0.138	0.392	0.985	-1.16	0.89
		9-14 years	-1.061*	0.367	0.024	-2.02	-0.10
		Above 14 years	-0.282	0.758	0.982	-2.55	1.99
	9-14 years	upto 5 years	0.923	0.406	0.112	-0.14	1.98
		6-8 years	1.061*	0.367	0.024	0.10	2.02
		Above 14 years	0.778	0.765	0.743	-1.50	3.06
	Above 14 years	upto 5 years	0.144	0.777	0.998	-2.15	2.44
		6-8 years	0.282	0.758	0.982	-1.99	2.55
		9-14 years	-0.778	0.765	0.743	-3.06	1.50
* The mean difference is significant at the 0.05 level.							

Annexure F(i): Post-hoc Analysis (Communication and awareness among anchor bank employees across length of experience)

Games-Howell						
(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Upto 5 years	6-8 years	-0.253	0.263	0.77	-0.94	0.44
	9-14 years	-0.212	0.281	0.875	-0.95	0.53
	Above 14 years	0.643	0.440	0.47	-0.54	1.83
6-8 years	Upto 5 years	0.253	0.263	0.77	-0.44	0.94
	9-14 years	0.041	0.220	0.998	-0.54	0.62
	Above 14 years	0.897*	0.403	0.048	-0.21	2.00
9-14 years	Upto 5 years	0.212	0.281	0.875	-0.53	0.95
	6-8 years	-0.041	0.220	0.998	-0.62	0.54
	Above 14 years	0.856	0.416	0.192	-0.28	1.99
Above 14 years	Upto 5 years	-0.643	0.440	0.47	-1.83	0.54
	6-8 years	-0.897*	0.403	0.048	-2.00	0.21
	9-14 years	-0.856	0.416	0.192	-1.99	0.28
* The mean difference is significant at the 0.05 level.						

Annexure F(ii): Post-hoc Analysis (Communication and awareness items among anchor bank employees across length of experience)

Games-Howell							
Dependent Variable	(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Clarity about objective	Upto 5 years	6-8 years	0.269	0.373	0.889	-0.71	1.25
		9-14 years	0.114	0.349	0.988	-0.8	1.03
		Above 14 years	1.373	0.536	0.069	-0.08	2.82
	6-8 years	Upto 5 years	-0.269	0.373	0.889	-1.25	0.71
		9-14 years	-0.155	0.355	0.972	-1.09	0.78
		Above 14 years	1.105	0.54	0.192	-0.36	2.56
	9-14 years	Upto 5 years	-0.114	0.349	0.988	-1.03	0.8
		6-8 years	0.155	0.355	0.972	-0.78	1.09
		Above 14 years	1.26	0.524	0.097	-0.16	2.68
	Above 14 years	Upto 5 years	-1.373	0.536	0.069	-2.82	0.08
		6-8 years	-1.105	0.54	0.192	-2.56	0.36
		9-14 years	-1.26	0.524	0.097	-2.68	0.16
Information has been communicated properly	Upto 5 years	6-8 years	-0.458	0.355	0.57	-1.39	0.47
		9-14 years	0.068	0.368	0.998	-0.9	1.03
		Above 14 years	0.837	0.487	0.328	-0.47	2.14
	6-8 years	Upto 5 years	0.458	0.355	0.57	-0.47	1.39
		9-14 years	0.527	0.315	0.346	-0.3	1.35
		Above 14 years	1.295*	0.449	0.034	0.08	2.51
	9-14 years	Upto 5 years	-0.068	0.368	0.998	-1.03	0.9
		6-8 years	-0.527	0.315	0.346	-1.35	0.3
		Above 14 years	0.768	0.46	0.354	-0.47	2.01
	Above 14 years	Upto 5 years	-0.837	0.487	0.328	-2.14	0.47
		6-8 years	-1.295*	0.449	0.034	-2.51	-0.08
		9-14 years	-0.768	0.46	0.354	-2.01	0.47
Clear direction throughout merger process	Upto 5 years	6-8 years	-0.627	0.315	0.2	-1.45	0.2
		9-14 years	-0.659	0.311	0.155	-1.47	0.16
		Above 14 years	0.14	0.487	0.992	-1.18	1.46
	6-8 years	Upto 5 years	0.627	0.315	0.2	-0.2	1.45
		9-14 years	-0.032	0.28	0.999	-0.77	0.7
		Above 14 years	0.767	0.468	0.375	-0.51	2.04
	9-14 years	Upto 5 years	0.659	0.311	0.155	-0.16	1.47
		6-8 years	0.032	0.28	0.999	-0.7	0.77
		Above 14 years	0.799	0.466	0.334	-0.47	2.07
	Above 14 years	Upto 5 years	-0.14	0.487	0.992	-1.46	1.18

		6-8 years	-0.767	0.468	0.375	-2.04	0.51	
		9-14 years	-0.799	0.466	0.334	-2.07	0.47	
Timely information communicated throughout the merger process	Upto 5 years	6-8 years	-0.203	0.317	0.918	-1.04	0.63	
		9-14 years	-0.159	0.345	0.967	-1.06	0.74	
		Above 14 years	0.399	0.5	0.855	-0.95	1.75	
	6-8 years	Upto 5 years	0.203	0.317	0.918	-0.63	1.04	
		9-14 years	0.044	0.304	0.999	-0.75	0.84	
		Above 14 years	0.603	0.473	0.586	-0.69	1.89	
	9-14 years	Upto 5 years	0.159	0.345	0.967	-0.74	1.06	
		6-8 years	-0.044	0.304	0.999	-0.84	0.75	
		Above 14 years	0.558	0.492	0.671	-0.77	1.89	
	Above 14 years	Upto 5 years	-0.399	0.5	0.855	-1.75	0.95	
		6-8 years	-0.603	0.473	0.586	-1.89	0.69	
		9-14 years	-0.558	0.492	0.671	-1.89	0.77	
Awareness about Banks identity	Upto 5 years	6-8 years	-0.396	0.298	0.547	-1.18	0.39	
		9-14 years	-0.432	0.3	0.48	-1.22	0.36	
		Above 14 years	0.56	0.515	0.7	-0.83	1.95	
	6-8 years	Upto 5 years	0.396	0.298	0.547	-0.39	1.18	
		9-14 years	-0.035	0.233	0.999	-0.65	0.57	
		Above 14 years	0.956	0.479	0.216	-0.36	2.27	
	9-14 years	Upto 5 years	0.432	0.3	0.48	-0.36	1.22	
		6-8 years	0.035	0.233	0.999	-0.57	0.65	
		Above 14 years	0.991	0.48	0.192	-0.33	2.31	
	Above 14 years	Upto 5 years	-0.56	0.515	0.7	-1.95	0.83	
		6-8 years	-0.956	0.479	0.216	-2.27	0.36	
		9-14 years	-0.991	0.48	0.192	-2.31	0.33	
	Banks Interaction	Upto 5 years	6-8 years	-0.103	0.317	0.988	-0.94	0.73
			9-14 years	-0.205	0.336	0.929	-1.08	0.68
			Above 14 years	0.552	0.459	0.629	-0.68	1.78
6-8 years		Upto 5 years	0.103	0.317	0.988	-0.73	0.94	
		9-14 years	-0.101	0.266	0.981	-0.8	0.6	
		Above 14 years	0.655	0.411	0.398	-0.47	1.78	
9-14 years		Upto 5 years	0.205	0.336	0.929	-0.68	1.08	
		6-8 years	0.101	0.266	0.981	-0.6	0.8	
		Above 14 years	0.756	0.425	0.302	-0.4	1.91	
Above 14 years		Upto 5 years	-0.552	0.459	0.629	-1.78	0.68	
		6-8 years	-0.655	0.411	0.398	-1.78	0.47	
		9-14 years	-0.756	0.425	0.302	-1.91	0.4	
* The mean difference is significant at the 0.05 level.								

Annexure G(i): Post-hoc Analysis (Benefits pertaining to merger among anchor bank employees across length of experience)

(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Upto 5 years	6-8 years	0.514	0.287	0.285	-0.240	1.268
	9-14 years	-0.220	0.296	0.879	-0.995	0.556
	Above 14 years	0.483	0.393	0.613	-0.569	1.534
6-8 years	Upto 5 years	-0.514	0.287	0.285	-1.268	0.240
	9-14 years	-.73374*	0.242	0.017	-1.367	-0.100
	Above 14 years	-0.031	0.355	1.000	-0.994	0.931
9-14 years	Upto 5 years	0.220	0.296	0.879	-0.556	0.995
	6-8 years	.73374*	0.242	0.017	0.100	1.367
	Above 14 years	0.702	0.362	0.230	-0.276	1.680
Above 14 years	Upto 5 years	-0.483	0.393	0.613	-1.534	0.569
	6-8 years	0.031	0.355	1.000	-0.931	0.994
	9-14 years	-0.702	0.362	0.230	-1.680	0.276

* The mean difference is significant at the 0.05 level.

Annexure G(ii): Post-hoc Analysis (Benefits pertaining to merger items among anchor bank employees across length of experience)

Dependent Variable	(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Chance of improvement in Working Condition	Upto 5 years	6-8 years	0.521	0.413	0.59	-0.56	1.6
		9-14 years	0.159	0.407	0.98	-0.91	1.23
		Above 14 years	1.022	0.482	0.161	-0.26	2.3
	6-8 years	Upto 5 years	-0.521	0.413	0.59	-1.6	0.56
		9-14 years	-0.362	0.381	0.778	-1.36	0.64
		Above 14 years	0.501	0.46	0.698	-0.73	1.73
	9-14 years	Upto 5 years	-0.159	0.407	0.98	-1.23	0.91
		6-8 years	0.362	0.381	0.778	-0.64	1.36
		Above 14 years	0.863	0.454	0.244	-0.35	2.08
	Above 14 years	Upto 5 years	-1.022	0.482	0.161	-2.3	0.26
		6-8 years	-0.501	0.46	0.698	-1.73	0.73
		9-14 years	-0.863	0.454	0.244	-2.08	0.35
Learn new things	Upto 5 years	6-8 years	0.455	0.454	0.749	-0.73	1.64
		9-14 years	-0.795	0.409	0.219	-1.87	0.28
		Above 14 years	0.264	0.608	0.972	-1.37	1.9
	6-8 years	Upto 5 years	-0.455	0.454	0.749	-1.64	0.73
		9-14 years	-1.250*	0.393	0.011	-2.28	-0.22
		Above 14 years	-0.19	0.597	0.989	-1.8	1.42

	9-14 years	Upto 5 years	0.795	0.409	0.219	-0.28	1.87	
		6-8 years	1.250*	0.393	0.011	0.22	2.28	
		Above 14 years	1.06	0.564	0.259	-0.48	2.6	
	Above 14 years	Upto 5 years	-0.264	0.608	0.972	-1.9	1.37	
		6-8 years	0.19	0.597	0.989	-1.42	1.8	
		9-14 years	-1.06	0.564	0.259	-2.6	0.48	
Training and development prospects	Upto 5 years	6-8 years	0.498	0.42	0.638	-0.6	1.6	
		9-14 years	-0.318	0.447	0.892	-1.49	0.85	
		Above 14 years	0.721	0.557	0.571	-0.77	2.21	
	6-8 years	Upto 5 years	-0.498	0.42	0.638	-1.6	0.6	
		9-14 years	-0.816	0.399	0.18	-1.86	0.23	
		Above 14 years	0.223	0.519	0.973	-1.18	1.62	
	9-14 years	Upto 5 years	0.318	0.447	0.892	-0.85	1.49	
		6-8 years	0.816	0.399	0.18	-0.23	1.86	
		Above 14 years	1.039	0.541	0.236	-0.41	2.49	
	Above 14 years	Upto 5 years	-0.721	0.557	0.571	-2.21	0.77	
		6-8 years	-0.223	0.519	0.973	-1.62	1.18	
		9-14 years	-1.039	0.541	0.236	-2.49	0.41	
	Fringe benefits and perks	Upto 5 years	6-8 years	0.237	0.404	0.936	-0.82	1.3
			9-14 years	0.205	0.419	0.962	-0.89	1.3
			Above 14 years	0.472	0.535	0.814	-0.96	1.9
		6-8 years	Upto 5 years	-0.237	0.404	0.936	-1.3	0.82
			9-14 years	-0.033	0.378	1	-1.02	0.96
			Above 14 years	0.235	0.503	0.966	-1.12	1.59
9-14 years		Upto 5 years	-0.205	0.419	0.962	-1.3	0.89	
		6-8 years	0.033	0.378	1	-0.96	1.02	
		Above 14 years	0.267	0.515	0.954	-1.12	1.65	
Above 14 years		Upto 5 years	-0.472	0.535	0.814	-1.9	0.96	
		6-8 years	-0.235	0.503	0.966	-1.59	1.12	
		9-14 years	-0.267	0.515	0.954	-1.65	1.12	
Work load decreased		Upto 5 years	6-8 years	1.090*	0.323	0.007	0.24	1.94
			9-14 years	0.682	0.39	0.305	-0.34	1.7
			Above 14 years	0.249	0.505	0.96	-1.1	1.6
		6-8 years	Upto 5 years	-1.090*	0.323	0.007	-1.94	-0.24
			9-14 years	-0.408	0.292	0.505	-1.18	0.36
			Above 14 years	-0.841	0.434	0.239	-2.04	0.35
	9-14 years	Upto 5 years	-0.682	0.39	0.305	-1.7	0.34	
		6-8 years	0.408	0.292	0.505	-0.36	1.18	
		Above 14 years	-0.433	0.486	0.809	-1.74	0.88	

	Above 14 years	Upto 5 years	-0.249	0.505	0.96	-1.6	1.1
		6-8 years	0.841	0.434	0.239	-0.35	2.04
		9-14 years	0.433	0.486	0.809	-0.88	1.74
Work hours decreased	Upto 5 years	6-8 years	0.578	0.32	0.277	-0.26	1.42
		9-14 years	0.705	0.306	0.106	-0.1	1.51
		Above 14 years	0.384	0.433	0.811	-0.78	1.55
	6-8 years	Upto 5 years	-0.578	0.32	0.277	-1.42	0.26
		9-14 years	0.126	0.288	0.972	-0.63	0.88
		Above 14 years	-0.194	0.42	0.967	-1.33	0.94
	9-14 years	Upto 5 years	-0.705	0.306	0.106	-1.51	0.1
		6-8 years	-0.126	0.288	0.972	-0.88	0.63
		Above 14 years	-0.32	0.41	0.862	-1.43	0.79
	Above 14 years	Upto 5 years	-0.384	0.433	0.811	-1.55	0.78
		6-8 years	0.194	0.42	0.967	-0.94	1.33
		9-14 years	0.32	0.41	0.862	-0.79	1.43
Work culture improve	Upto 5 years	6-8 years	1.255*	0.355	0.004	0.32	2.19
		9-14 years	-0.409	0.417	0.761	-1.5	0.68
		Above 14 years	0.134	0.524	0.994	-1.27	1.54
	6-8 years	Upto 5 years	-1.255*	0.355	0.004	-2.19	-0.32
		9-14 years	-1.664*	0.343	0	-2.57	-0.76
		Above 14 years	-1.121	0.467	0.1	-2.4	0.15
	9-14 years	Upto 5 years	0.409	0.417	0.761	-0.68	1.5
		6-8 years	1.664*	0.343	0	0.76	2.57
		Above 14 years	0.543	0.516	0.719	-0.84	1.93
	Above 14 years	Upto 5 years	-0.134	0.524	0.994	-1.54	1.27
		6-8 years	1.121	0.467	0.1	-0.15	2.4
		9-14 years	-0.543	0.516	0.719	-1.93	0.84
Belongingness with co-worker improved	Upto 5 years	6-8 years	0.392	0.381	0.732	-0.61	1.39
		9-14 years	-1	0.385	0.053	-2.01	0.01
		Above 14 years	-0.268	0.571	0.965	-1.81	1.28
	6-8 years	Upto 5 years	-0.392	0.381	0.732	-1.39	0.61
		9-14 years	-1.392*	0.367	0.002	-2.35	-0.43
		Above 14 years	-0.661	0.559	0.643	-2.18	0.86
	9-14 years	Upto 5 years	1	0.385	0.053	-0.01	2.01
		6-8 years	1.392*	0.367	0.002	0.43	2.35
		Above 14 years	0.732	0.562	0.569	-0.79	2.26
	Above 14 years	Upto 5 years	0.268	0.571	0.965	-1.28	1.81
		6-8 years	0.661	0.559	0.643	-0.86	2.18
		9-14 years	-0.732	0.562	0.569	-2.26	0.79

Better policies	Upto 5 years	6-8 years	0.243	0.374	0.915	-0.74	1.22
		9-14 years	-0.318	0.395	0.852	-1.35	0.72
		Above 14 years	0.579	0.514	0.676	-0.8	1.96
	6-8 years	Upto 5 years	-0.243	0.374	0.915	-1.22	0.74
		9-14 years	-0.562	0.371	0.435	-1.54	0.41
		Above 14 years	0.336	0.496	0.905	-1	1.68
	9-14 years	Upto 5 years	0.318	0.395	0.852	-0.72	1.35
		6-8 years	0.562	0.371	0.435	-0.41	1.54
		Above 14 years	0.897	0.512	0.312	-0.48	2.27
	Above 14 years	Upto 5 years	-0.579	0.514	0.676	-1.96	0.8
		6-8 years	-0.336	0.496	0.905	-1.68	1
		9-14 years	-0.897	0.512	0.312	-2.27	0.48
Power Autonomy increase	Upto 5 years	6-8 years	0.157	0.379	0.976	-0.84	1.15
		9-14 years	-1.182*	0.381	0.014	-2.18	-0.18
		Above 14 years	0.468	0.489	0.775	-0.85	1.78
	6-8 years	Upto 5 years	-0.157	0.379	0.976	-1.15	0.84
		9-14 years	-1.339*	0.38	0.004	-2.34	-0.34
		Above 14 years	0.31	0.489	0.92	-1	1.62
	9-14 years	Upto 5 years	1.182*	0.381	0.014	0.18	2.18
		6-8 years	1.339*	0.38	0.004	0.34	2.34
		Above 14 years	1.649*	0.49	0.009	0.33	2.97
	Above 14 years	Upto 5 years	-0.468	0.489	0.775	-1.78	0.85
		6-8 years	-0.31	0.489	0.92	-1.62	1
		9-14 years	-1.649*	0.49	0.009	-2.97	-0.33
Better chance in career growth	Upto 5 years	6-8 years	0.322	0.395	0.847	-0.71	1.36
		9-14 years	-0.432	0.397	0.698	-1.47	0.61
		Above 14 years	0.463	0.455	0.74	-0.74	1.67
	6-8 years	Upto 5 years	-0.322	0.395	0.847	-1.36	0.71
		9-14 years	-0.753	0.337	0.123	-1.64	0.13
		Above 14 years	0.142	0.405	0.985	-0.94	1.23
	9-14 years	Upto 5 years	0.432	0.397	0.698	-0.61	1.47
		6-8 years	0.753	0.337	0.123	-0.13	1.64
		Above 14 years	0.895	0.407	0.14	-0.19	1.98
	Above 14 years	Upto 5 years	-0.463	0.455	0.74	-1.67	0.74
		6-8 years	-0.142	0.405	0.985	-1.23	0.94
		9-14 years	-0.895	0.407	0.14	-1.98	0.19
Employee Development	Upto 5 years	6-8 years	0.42	0.362	0.653	-0.53	1.37
		9-14 years	0.068	0.394	0.998	-0.96	1.1
		Above 14 years	1.305*	0.464	0.035	0.07	2.54

	6-8 years	Upto 5 years	-0.42	0.362	0.653	-1.37	0.53
		9-14 years	-0.352	0.338	0.726	-1.24	0.53
		Above 14 years	0.885	0.417	0.167	-0.24	2.01
	9-14 years	Upto 5 years	-0.068	0.394	0.998	-1.1	0.96
		6-8 years	0.352	0.338	0.726	-0.53	1.24
		Above 14 years	1.237*	0.446	0.039	0.04	2.43
	Above 14 years	Upto 5 years	-1.305*	0.464	0.035	-2.54	-0.07
		6-8 years	-0.885	0.417	0.167	-2.01	0.24
		9-14 years	-1.237*	0.446	0.039	-2.43	-0.04

* The mean difference is significant at the 0.05 level.

Annexure H(i): Post-hoc Analysis (Stress pertaining to merger among anchor bank employees across length of experience)

(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Upto 5 years	6-8 years	-0.097	0.227	0.974	-0.691	0.498
	9-14 years	0.366	0.238	0.418	-0.257	0.989
	Above 14 years	-0.430	0.261	0.365	-1.125	0.266
6-8 years	Upto 5 years	0.097	0.227	0.974	-0.498	0.691
	9-14 years	0.463	0.221	0.164	-0.117	1.042
	Above 14 years	-0.333	0.247	0.537	-0.992	0.326
9-14 years	Upto 5 years	-0.366	0.238	0.418	-0.989	0.257
	6-8 years	-0.463	0.221	0.164	-1.042	0.117
	Above 14 years	-.79563*	0.257	0.017	-1.479	-0.112
Above 14 years	Upto 5 years	0.430	0.261	0.365	-0.266	1.125
	6-8 years	0.333	0.247	0.537	-0.326	0.992
	9-14 years	.79563*	0.257	0.017	0.112	1.479

* The mean difference is significant at the 0.05 level.

Annexure H(ii): Post-hoc Analysis (Stress pertaining to merger items among anchor bank employees across length of experience)

Dependent Variable	(I) Bank Experience	(J) Bank Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Feeling of Identity Loss	Upto 5 years	6-8 years	0.254	0.428	0.934	-0.87	1.38
		9-14 years	1.091*	0.398	0.037	0.05	2.13
		Above 14 years	-1.334	0.541	0.081	-2.78	0.11
	6-8 years	Upto 5 years	-0.254	0.428	0.934	-1.38	0.87
		9-14 years	0.836	0.388	0.145	-0.18	1.85
		Above 14 years	-1.589*	0.533	0.025	-3.02	-0.16
	9-14 years	Upto 5 years	-1.091*	0.398	0.037	-2.13	-0.05

		6-8 years	-0.836	0.388	0.145	-1.85	0.18
		Above 14 years	-2.425*	0.509	0.00	-3.8	-1.05
	Above 14 years	Upto 5 years	1.334	0.541	0.081	-0.11	2.78
		6-8 years	1.589*	0.533	0.025	0.16	3.02
		9-14 years	2.425*	0.509	0.00	1.05	3.8
Feeling of helplessness	Upto 5 years	6-8 years	-0.028	0.393	1.00	-1.06	1
		9-14 years	0.455	0.367	0.604	-0.51	1.42
		Above 14 years	-1.621*	0.521	0.018	-3.02	-0.22
	6-8 years	Upto 5 years	0.028	0.393	1	-1	1.06
		9-14 years	0.482	0.346	0.508	-0.43	1.39
		Above 14 years	-1.593*	0.507	0.017	-2.96	-0.23
	9-14 years	Upto 5 years	-0.455	0.367	0.604	-1.42	0.51
		6-8 years	-0.482	0.346	0.508	-1.39	0.43
		Above 14 years	-2.076*	0.487	0.001	-3.4	-0.75
	Above 14 years	Upto 5 years	1.621*	0.521	0.018	0.22	3.02
		6-8 years	1.593*	0.507	0.017	0.23	2.96
		9-14 years	2.076*	0.487	0.001	0.75	3.4
Cultural mismatch chance	Upto 5 years	6-8 years	-0.373	0.373	0.751	-1.35	0.61
		9-14 years	-0.955	0.379	0.065	-1.95	0.04
		Above 14 years	-1.242	0.487	0.066	-2.54	0.06
	6-8 years	Upto 5 years	0.373	0.373	0.751	-0.61	1.35
		9-14 years	-0.582	0.312	0.25	-1.4	0.24
		Above 14 years	-0.87	0.437	0.212	-2.05	0.31
	9-14 years	Upto 5 years	0.955	0.379	0.065	-0.04	1.95
		6-8 years	0.582	0.312	0.25	-0.24	1.4
		Above 14 years	-0.288	0.442	0.914	-1.48	0.9
	Above 14 years	Upto 5 years	1.242	0.487	0.066	-0.06	2.54
		6-8 years	0.87	0.437	0.212	-0.31	2.05
		9-14 years	0.288	0.442	0.914	-0.9	1.48
Transfer to other place	Upto 5 years	6-8 years	-0.773	0.387	0.197	-1.79	0.24
		9-14 years	0.25	0.419	0.933	-0.85	1.35
		Above 14 years	-0.582	0.501	0.654	-1.93	0.76
	6-8 years	Upto 5 years	0.773	0.387	0.197	-0.24	1.79
		9-14 years	1.023	0.404	0.062	-0.04	2.08
		Above 14 years	0.19	0.488	0.979	-1.12	1.5
	9-14 years	Upto 5 years	-0.25	0.419	0.933	-1.35	0.85
		6-8 years	-1.023	0.404	0.062	-2.08	0.04
		Above 14 years	-0.832	0.514	0.379	-2.21	0.54
	Above 14 years	Upto 5 years	0.582	0.501	0.654	-0.76	1.93

		6-8 years	-0.19	0.488	0.979	-1.5	1.12	
		9-14 years	0.832	0.514	0.379	-0.54	2.21	
Transfer to other department	Upto 5 years	6-8 years	-0.216	0.386	0.943	-1.23	0.8	
		9-14 years	0.705	0.347	0.186	-0.21	1.61	
		Above 14 years	-0.903	0.517	0.316	-2.3	0.49	
	6-8 years	Upto 5 years	0.216	0.386	0.943	-0.8	1.23	
		9-14 years	0.921	0.357	0.056	-0.02	1.86	
		Above 14 years	-0.686	0.524	0.563	-2.1	0.72	
	9-14 years	Upto 5 years	-0.705	0.347	0.186	-1.61	0.21	
		6-8 years	-0.921	0.357	0.056	-1.86	0.02	
		Above 14 years	-1.607*	0.496	0.015	-2.96	-0.26	
	Above 14 years	Upto 5 years	0.903	0.517	0.316	-0.49	2.3	
		6-8 years	0.686	0.524	0.563	-0.72	2.1	
		9-14 years	1.607*	0.496	0.015	0.26	2.96	
Change in status	Upto 5 years	6-8 years	0.196	0.408	0.963	-0.87	1.27	
		9-14 years	0.932	0.374	0.068	-0.05	1.91	
		Above 14 years	0.366	0.475	0.868	-0.91	1.64	
	6-8 years	Upto 5 years	-0.196	0.408	0.963	-1.27	0.87	
		9-14 years	0.736	0.393	0.248	-0.29	1.77	
		Above 14 years	0.17	0.49	0.986	-1.14	1.48	
	9-14 years	Upto 5 years	-0.932	0.374	0.068	-1.91	0.05	
		6-8 years	-0.736	0.393	0.248	-1.77	0.29	
		Above 14 years	-0.566	0.462	0.615	-1.81	0.68	
	Above 14 years	Upto 5 years	-0.366	0.475	0.868	-1.64	0.91	
		6-8 years	-0.17	0.49	0.986	-1.48	1.14	
		9-14 years	0.566	0.462	0.615	-0.68	1.81	
	Chance of loss of power	Upto 5 years	6-8 years	0.507	0.398	0.582	-0.54	1.55
			9-14 years	1.386*	0.356	0.001	0.45	2.32
			Above 14 years	0.695	0.438	0.396	-0.47	1.86
6-8 years		Upto 5 years	-0.507	0.398	0.582	-1.55	0.54	
		9-14 years	0.88	0.349	0.064	-0.04	1.8	
		Above 14 years	0.188	0.432	0.972	-0.96	1.34	
9-14 years		Upto 5 years	-1.386*	0.356	0.001	-2.32	-0.45	
		6-8 years	-0.88	0.349	0.064	-1.8	0.04	
		Above 14 years	-0.692	0.394	0.311	-1.75	0.37	
Above 14 years		Upto 5 years	-0.695	0.438	0.396	-1.86	0.47	
		6-8 years	-0.188	0.432	0.972	-1.34	0.96	
		9-14 years	0.692	0.394	0.311	-0.37	1.75	
Loss of commitment		Upto 5 years	6-8 years	-0.771	0.38	0.187	-1.77	0.23
			9-14 years	0.182	0.287	0.921	-0.57	0.93

		Above 14 years	-0.415	0.391	0.716	-1.47	0.64	
	6-8 years	Upto 5 years	0.771	0.38	0.187	-0.23	1.77	
		9-14 years	0.953	0.367	0.055	-0.01	1.92	
		Above 14 years	0.357	0.453	0.86	-0.85	1.56	
	9-14 years	Upto 5 years	-0.182	0.287	0.921	-0.93	0.57	
		6-8 years	-0.953	0.367	0.055	-1.92	0.01	
		Above 14 years	-0.596	0.379	0.406	-1.62	0.43	
	Above 14 years	Upto 5 years	0.415	0.391	0.716	-0.64	1.47	
		6-8 years	-0.357	0.453	0.86	-1.56	0.85	
		9-14 years	0.596	0.379	0.406	-0.43	1.62	
Job responsibility	Upto 5 years	6-8 years	0.343	0.402	0.828	-0.71	1.4	
		9-14 years	0.023	0.387	1	-0.99	1.04	
		Above 14 years	-0.356	0.57	0.923	-1.91	1.2	
	6-8 years	Upto 5 years	-0.343	0.402	0.828	-1.4	0.71	
		9-14 years	-0.32	0.433	0.881	-1.46	0.81	
		Above 14 years	-0.699	0.603	0.655	-2.32	0.93	
	9-14 years	Upto 5 years	-0.023	0.387	1	-1.04	0.99	
		6-8 years	0.32	0.433	0.881	-0.81	1.46	
		Above 14 years	-0.379	0.593	0.919	-1.98	1.22	
	Above 14 years	Upto 5 years	0.356	0.57	0.923	-1.2	1.91	
		6-8 years	0.699	0.603	0.655	-0.93	2.32	
		9-14 years	0.379	0.593	0.919	-1.22	1.98	
	Work load increase chance	Upto 5 years	6-8 years	-0.717	0.457	0.403	-1.92	0.48
			9-14 years	-0.75	0.454	0.356	-1.94	0.44
			Above 14 years	-1.157	0.601	0.236	-2.78	0.46
6-8 years		Upto 5 years	0.717	0.457	0.403	-0.48	1.92	
		9-14 years	-0.033	0.471	1	-1.27	1.2	
		Above 14 years	-0.44	0.614	0.89	-2.09	1.21	
9-14 years		Upto 5 years	0.75	0.454	0.356	-0.44	1.94	
		6-8 years	0.033	0.471	1	-1.2	1.27	
		Above 14 years	-0.407	0.611	0.909	-2.05	1.24	
Above 14 years		Upto 5 years	1.157	0.601	0.236	-0.46	2.78	
		6-8 years	0.44	0.614	0.89	-1.21	2.09	
		9-14 years	0.407	0.611	0.909	-1.24	2.05	
Increase in working hrs chance		Upto 5 years	6-8 years	-0.63	0.44	0.483	-1.78	0.52
			9-14 years	-0.295	0.458	0.917	-1.49	0.9
			Above 14 years	-0.005	0.649	1	-1.77	1.75
	6-8 years	Upto 5 years	0.63	0.44	0.483	-0.52	1.78	
		9-14 years	0.335	0.472	0.893	-0.9	1.57	

		Above 14 years	0.625	0.659	0.779	-1.16	2.41	
	9-14 years	Upto 5 years	0.295	0.458	0.917	-0.9	1.49	
		6-8 years	-0.335	0.472	0.893	-1.57	0.9	
		Above 14 years	0.29	0.671	0.973	-1.52	2.1	
	Above 14 years	Upto 5 years	0.005	0.649	1	-1.75	1.77	
		6-8 years	-0.625	0.659	0.779	-2.41	1.16	
		9-14 years	-0.29	0.671	0.973	-2.1	1.52	
Fringe benefits reduced	Upto 5 years	6-8 years	0.14	0.367	0.981	-0.82	1.1	
		9-14 years	0.432	0.368	0.645	-0.53	1.4	
		Above 14 years	0.321	0.489	0.912	-0.99	1.64	
	6-8 years	Upto 5 years	-0.14	0.367	0.981	-1.1	0.82	
		9-14 years	0.292	0.36	0.85	-0.65	1.24	
		Above 14 years	0.181	0.484	0.982	-1.12	1.48	
	9-14 years	Upto 5 years	-0.432	0.368	0.645	-1.4	0.53	
		6-8 years	-0.292	0.36	0.85	-1.24	0.65	
		Above 14 years	-0.11	0.484	0.996	-1.42	1.19	
	Above 14 years	Upto 5 years	-0.321	0.489	0.912	-1.64	0.99	
		6-8 years	-0.181	0.484	0.982	-1.48	1.12	
		9-14 years	0.11	0.484	0.996	-1.19	1.42	
	Chance of interference with family life	Upto 5 years	6-8 years	-0.149	0.441	0.987	-1.31	1.01
			9-14 years	0.068	0.38	0.998	-0.93	1.06
			Above 14 years	0.126	0.525	0.995	-1.29	1.54
6-8 years		Upto 5 years	0.149	0.441	0.987	-1.01	1.31	
		9-14 years	0.217	0.432	0.958	-0.92	1.35	
		Above 14 years	0.274	0.564	0.962	-1.23	1.78	
9-14 years		Upto 5 years	-0.068	0.38	0.998	-1.06	0.93	
		6-8 years	-0.217	0.432	0.958	-1.35	0.92	
		Above 14 years	0.057	0.518	1	-1.34	1.45	
Above 14 years		Upto 5 years	-0.126	0.525	0.995	-1.54	1.29	
		6-8 years	-0.274	0.564	0.962	-1.78	1.23	
		9-14 years	-0.057	0.518	1	-1.45	1.34	
More privilege to anchor bank employees		Upto 5 years	6-8 years	-0.373	0.33	0.674	-1.24	0.49
			9-14 years	0.409	0.263	0.411	-0.28	1.1
			Above 14 years	-0.338	0.445	0.872	-1.54	0.87
	6-8 years	Upto 5 years	0.373	0.33	0.674	-0.49	1.24	
		9-14 years	0.782	0.304	0.058	-0.02	1.58	
		Above 14 years	0.035	0.47	1	-1.23	1.3	
	9-14 years	Upto 5 years	-0.409	0.263	0.411	-1.1	0.28	
		6-8 years	-0.782	0.304	0.058	-1.58	0.02	

		Above 14 years	-0.747	0.426	0.317	-1.91	0.42
	Above 14 years	Upto 5 years	0.338	0.445	0.872	-0.87	1.54
		6-8 years	-0.035	0.47	1	-1.3	1.23
		9-14 years	0.747	0.426	0.317	-0.42	1.91
Chances of conflicts	Upto 5 years	6-8 years	-0.239	0.329	0.887	-1.1	0.63
		9-14 years	0.182	0.334	0.948	-0.69	1.06
		Above 14 years	-0.497	0.458	0.702	-1.74	0.74
	6-8 years	Upto 5 years	0.239	0.329	0.887	-0.63	1.1
		9-14 years	0.421	0.346	0.619	-0.49	1.33
		Above 14 years	-0.258	0.467	0.945	-1.52	1
	9-14 years	Upto 5 years	-0.182	0.334	0.948	-1.06	0.69
		6-8 years	-0.421	0.346	0.619	-1.33	0.49
		Above 14 years	-0.679	0.47	0.482	-1.95	0.59
	Above 14 years	Upto 5 years	0.497	0.458	0.702	-0.74	1.74
		6-8 years	0.258	0.467	0.945	-1	1.52
		9-14 years	0.679	0.47	0.482	-0.59	1.95
Feeling of left out	Upto 5 years	6-8 years	0.42	0.321	0.562	-0.42	1.26
		9-14 years	.909*	0.292	0.013	0.14	1.68
		Above 14 years	-0.83	0.546	0.439	-2.32	0.66
	6-8 years	Upto 5 years	-0.42	0.321	0.562	-1.26	0.42
		9-14 years	0.489	0.312	0.401	-0.33	1.31
		Above 14 years	-1.25	0.556	0.134	-2.76	0.26
	9-14 years	Upto 5 years	-.909*	0.292	0.013	-1.68	-0.14
		6-8 years	-0.489	0.312	0.401	-1.31	0.33
		Above 14 years	-1.739*	0.54	0.017	-3.22	-0.26
	Above 14 years	Upto 5 years	0.83	0.546	0.439	-0.66	2.32
		6-8 years	1.25	0.556	0.134	-0.26	2.76
		9-14 years	1.739*	0.54	0.017	0.26	3.22
Interrupted career growth	Upto 5 years	6-8 years	0.013	0.359	1	-0.93	0.95
		9-14 years	0.659	0.333	0.205	-0.21	1.53
		Above 14 years	-0.706	0.6	0.646	-2.34	0.93
	6-8 years	Upto 5 years	-0.013	0.359	1	-0.95	0.93
		9-14 years	0.646	0.342	0.241	-0.25	1.54
		Above 14 years	-0.719	0.605	0.638	-2.37	0.93
	9-14 years	Upto 5 years	-0.659	0.333	0.205	-1.53	0.21
		6-8 years	-0.646	0.342	0.241	-1.54	0.25
		Above 14 years	-1.365	0.59	0.12	-2.98	0.25
	Above 14 years	Upto 5 years	0.706	0.6	0.646	-0.93	2.34
		6-8 years	0.719	0.605	0.638	-0.93	2.37

		9-14 years	1.365	0.59	0.12	-0.25	2.98
Difficulty in adapting work culture	Upto 5 years	6-8 years	0.174	0.321	0.949	-0.67	1.02
		9-14 years	0.636	0.311	0.18	-0.18	1.45
		Above 14 years	0.478	0.474	0.745	-0.81	1.77
	6-8 years	Upto 5 years	-0.174	0.321	0.949	-1.02	0.67
		9-14 years	0.462	0.331	0.505	-0.41	1.33
		Above 14 years	0.304	0.487	0.923	-1.01	1.62
	9-14 years	Upto 5 years	-0.636	0.311	0.18	-1.45	0.18
		6-8 years	-0.462	0.331	0.505	-1.33	0.41
		Above 14 years	-0.158	0.48	0.987	-1.46	1.14
	Above 14 years	Upto 5 years	-0.478	0.474	0.745	-1.77	0.81
		6-8 years	-0.304	0.487	0.923	-1.62	1.01
		9-14 years	0.158	0.48	0.987	-1.14	1.46
Stressed about staff changes	Upto 5 years	6-8 years	0.385	0.358	0.705	-0.55	1.32
		9-14 years	0.636	0.392	0.371	-0.39	1.66
		Above 14 years	-0.162	0.506	0.988	-1.53	1.21
	6-8 years	Upto 5 years	-0.385	0.358	0.705	-1.32	0.55
		9-14 years	0.252	0.395	0.92	-0.78	1.29
		Above 14 years	-0.547	0.508	0.706	-1.92	0.83
	9-14 years	Upto 5 years	-0.636	0.392	0.371	-1.66	0.39
		6-8 years	-0.252	0.395	0.92	-1.29	0.78
		Above 14 years	-0.799	0.533	0.448	-2.23	0.63
	Above 14 years	Upto 5 years	0.162	0.506	0.988	-1.21	1.53
		6-8 years	0.547	0.508	0.706	-0.83	1.92
		9-14 years	0.799	0.533	0.448	-0.63	2.23
* The mean difference is significant at the 0.05 level.							

Annexure I: Employees' response on 'What measures should the bank introduce to reduce stress among employees post-merger?'

Amalgamating Bank Employees	Anchor Bank Employees
Increasing employment in banks.	Avoid branch closure and work on quick software up-gradation.
The concerned authorities of each and every department should be easily accessible to grassroots level employees so that the problems get solved easily with enhanced coordination.	Improve training programmes and communication gap between management and employees.
Fill the communication bank between anchor bank and amalgamated bank.	Work on transfer policy, perks and change of duties.
Proper training of staffs to equip with the new system, equal distribution of work load, proper deployment of staffs in branches to reduce workload.	Clarity in work & responsibility, security, perks and benefits.
HR policy should be improved.	Reduce working hours, workload and recruitment

	of more manpower.
Simplification of guidelines during merger for staff welfare.	Mixing of staff to combat cultural differences.
Employ better transfer policy.	HR policies should be reviewed and measures should be taken for better HR development.
Maintain flexible working environment, have common organizational goal and conduct stress management programs for employees.	Cultural and age group analysis should be done.
Must define fixed working hours.	Anchor bank should take initiatives to reduce stress among employees.
Employee participation in decision making process.	Management should give due importance to the work life balance of the workforce.
The difference among anchor and amalgamating bank staff should not be there. This demoralise the amalgamating bank staff.	Instead of closure of the branches, it should be relocated/shifted to another place/unbanked areas.
Staff welfare activities like picnic, sports, etc to be conducted.	Proper orientation program should be conducted.

Annexure J: Status of Employees (Clerks and Officers) before and after merger

Banks under merger	Pre-Merger		Post-Merger	
	2018-19	2019-20	2020-21	2021-22
PNB + OBC + United Bank	85023	82000	82226	81693
Canara Bank + Syndicate Bank	77222	77547	75540	74615
Union Bank + Andhra Bank + Corporation Bank	66739	67333	69122	66889
Indian Bank + Allahabad Bank	38022	37813	38492	36889
Total	267006	264693	265380	260086
Phase Total	531699		525466	
Growth Rate	-1.17%			

Annexure K: Employee Survey Questionnaire

QUESTIONNAIRE

Dear Respondent,

Greetings! I invite you to participate as a respondent in my study “**Employees Perception and Experience after merger 2020**”. This survey is carried out in pure academic interest and the responses will be treated in strict confidentiality. Thank You.

Sikha Sadani

Research Scholar, Dept. of Business Administration, Tezpur University

Section A- Perception about merger

1. Please rate the following statements associated with communication and awareness about the bank mergers of 2020 in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
There is clarity about the objective behind the merger.							
Appropriate information has been properly communicated throughout the merger process.							
Clear directions from management was given throughout the process.							
Timely information was communicated throughout the process.							
I am clearly aware about changes in Bank’s identity.							
Merger has led to increase in interaction between anchor bank and amalgamated bank.							

2. Please rate the following statements associated with general view on the bank mergers of 2020 in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
The Merger is beneficial for economic growth of the nation.							
It will improve financial condition of banks.							
It will help the banking sector to have strong global presence.							
This will benefit both organization and employees							
Merger has brought positive changes in the quality of banking services.							
Employees favour this merger plan.							

3. Please rate the following statements on benefits pertaining to the bank mergers of 2020 in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
Working condition has improved after merger.							
Merger has helped employees to learn new things.							
Appropriate training and development programmes were conducted throughout the merger process.							
Salary has increased due to merger.							
Better fringe benefits and perks to employees have been introduced after the merger.							
Work load has decreased post-merger.							
Working hours has reduced post-merger.							
Work culture has improved post-merger.							

Statement	1	2	3	4	5	6	7
I sense high degree of belongingness with my co-workers due to the merger.							
Better policies favouring employees have been introduced post-merger.							
Power (autonomy) increased after merger.							
There is better chance of growth in career after merger.							
Merger has led to overall employee development.							
Any other, please specify.							

4. Overall, the bank merger of 2020 has benefitted the employees. (Please highlight)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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5. Tick (✓) the following you think are job stressors for you in the context of the merger. (Please highlight)	<input type="checkbox"/> Transfer to other place	<input type="checkbox"/> Transfer to other department	<input type="checkbox"/> Fear of demotion	<input type="checkbox"/> Loss of power	<input type="checkbox"/> Changes in job responsibility
	<input type="checkbox"/> Career growth hindrance	<input type="checkbox"/> Work-family conflict	<input type="checkbox"/> Reduction in salary	<input type="checkbox"/> Increase in work load	<input type="checkbox"/> Increase in working hours
	<input type="checkbox"/> Change in status	<input type="checkbox"/> Any other			

6. I have been transferred to other place of work due to merger (State/City/Branch).	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Temporarily
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7. I have been transferred to other department due to merger (State/City/Branch).	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Temporarily
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8. Please rate the following statements on stress associated with the bank mergers of 2020 in a 7-point scale of agreement. Where 1 indicates 'least agreed' and 7 indicates 'most agreed'. Please tick (✓).

Statement	1	2	3	4	5	6	7
Merger has led to feeling of loss of identity.							
It has given rise to the feeling of helplessness.							
There is cultural mismatch between the two banks.							
I am stressed about transfer to other place of work because of the merger (State/City/Branch).							
I am stressed about transfer to other departments because of the merger.							
I am stressed about change in status because of the merger.							
I have lost some degree of power (autonomy) after merger.							
I have lost some degree of commitment towards job and bank after merger.							
My job responsibilities has changed after merger.							

Statement	1	2	3	4	5	6	7
Work load has increased post-merger.							
Working hours has increased after merger.							
Salary has been reduced post-merger.							
Other fringe benefits and perks has been reduced post-merger.							
Job interference with family life has increased after merger.							
More privilege is given to employees of anchor bank.							
Merger has given rise to conflicts and disputes among employees.							
I feel left out after merger.							
Merger has interrupted my career growth.							
I find it difficult to adapt the work culture post-merger.							
I feel stressed about staff changes (Colleagues/boss/subordinates)							
Any other, please specify.							

9. Overall, I feel stressed because of the bank mergers of 2020.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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10. I intend to leave the job because of this merger.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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11. In your opinion, was the merger process smooth?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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12. What measures should the bank introduce to reduce stress among employees post-merger?	
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Section B – Current Work Experience

13. Please indicate your preference for the following statements. Please tick (√)

Statement	Never	Rarely	Sometimes	Frequently	Always
I have lunch break/time-off (atleast 30 minutes)					
I work beyond the normal working hours (overtime) in a week.					
I take work at home.					

14. Please respond to the following statements associated with your current job (√).

Statement	1	2	3	4	5	6	7
I am satisfied with my current salary structure.							
Promotion and incentives provided are fair and justified.							
I am satisfied with amount of work load given.							
I sense high degree of autonomy at work.							
I am satisfied with the working condition at my workplace.							
I share good relationship with my co-workers.							

Statement	1	2	3	4	5	6	7
I get recognition for performing well time to time.							
Employees are encouraged to participate in the organizational decision making process.							
There exists efficient policies to handle conflict and dispute situation in the workplace.							
My job does not interfere with my family life.							
I feel happy working in this place.							

15. Overall, I am satisfied with the current job.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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16. This bank will always be my first choice.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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DEMOGRAPHIC DATA

Please tick (√) your choice

- Bank Name and Branch:
- Bank I worked for before merger:
- Gender: Male Female Transgender
- Marital Status: Married Unmarried Others
- Age: Upto 25 Years 26-35 Years 36-45 Years 46-55 Years 56-60 Years
- Designation: Clerical Officer/Assistant Manager Scale I Manager Scale II
 Senior Manager Scale III Chief Manager Scale IV Assistant General Manager Scale V
 Deputy General Manager Scale VI General Manager Scale VII
- Academic Qualification: Graduate Postgraduate Doctorate Professional Degree Any other....
- Years of service (experience) in this bank: Upto 2yrs 3-5yrs 6-8yrs 9-11yrs
 12-14yrs Above 14yrs
- Years of service (experience) in banking sector: Upto 2yrs 3-5 yrs 6-8yrs 9-11yrs
 12-14yrs Above 14yrs
- Salary (per month): Below 30,000 30,000-50,000 50,001- 70,000 70,001-100,000
 Above 100,000
- Normal working hours: Upto 8 hours 9 hours 10 hours More than 10 hours

-----THANK YOU FOR THE RESPONSE-----

Annexure L: Customers Survey Questionnaire

QUESTIONNAIRE

Dear Respondent,

Greetings! I invite you to participate as a respondent in my study “**Customers Perception and Experience after merger 2020**”. This survey is carried out in pure academic interest and the responses will be treated in strict confidentiality. Thank You.

Sikha Sadani

Research Scholar, Dept. of Business Administration, Tezpur University

1. Please rate the following statements associated with **awareness about bank mergers of 2020** in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
I am clearly aware about the bank mergers of 2020.							
I am clearly aware about the objective behind this merger.							
I am clearly aware about changes in Bank’s identity.							

2. Specify the source from where you got awareness about merger 2020.	<input type="checkbox"/> Bank	<input type="checkbox"/> TV	<input type="checkbox"/> Newspapers	<input type="checkbox"/> Social media	<input type="checkbox"/> Friends
	<input type="checkbox"/> Word of mouth	<input type="checkbox"/> Radio	<input type="checkbox"/> Others		

3. Please rate the following statements associated with **general view on bank mergers of 2020** in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
I support merger between banks.							
Merger is beneficial for economic growth of a nation.							
Merger will improve the performance of banks.							
I favour current merger of 2020.							

4. Please rate the following statements on **benefits pertaining to the bank mergers of 2020** in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
Banking services has improved after merger.							
There has been increase in number of bank products and services after merger.							
There is better accessibility to banking services post - merger.							
Merging has led to fast disposal of services by bank offline.							
Merging has led to fast disposal of services by bank online (Eg. Net banking, mobile banking)							
Merger has brought positive change in attitude of staff.							
ATM Services has improved after merger.							
Any other, please specify.							

5. Please rate the following statements on **problems associated with the bank mergers of 2020** in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
Merger has led to cumbersome paperwork.							
There is reduction in service quality post-merger.							
Bank employees with whom I had good interpersonal relation have been transferred after merger.							
There is delay in disposal of bank services via offline mode after merger.							
There is delay in disposal of bank services via online mode after merger.							
I face problems while using online banking post- merger.							
I feel safety of transactions is at risk after merger.							
Any other, please specify.							

6. I intend to switch to another bank because of merger.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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7. Please rate the following statements associated with the *service quality provided by your bank after merger* in a 7-point scale of agreement. Where 1 indicates ‘least agreed’ and 7 indicates ‘most agreed’. Please tick (√).

Statement	1	2	3	4	5	6	7
The bank has appealing physical facility.							
The bank has modern looking equipment.							
The appearance of bank staff is neat.							
Materials associated with the service are visually appealing.							
The bank provides services as promised.							
The bank shows a sincere interest in solving customers’ problems.							
The staff performs service right the first time.							
The bank provides services at the time they promise to do so.							
The bank insists on error free records							
Staff has the right information about exactly when services will be performed.							
The services of the bank are on time and very prompt.							
The bank staff shows willingness to cooperate and help customers.							
The bank staff are prompt in responding.							
The staff is ready to help and instil confidence in customers.							
The staff is friendly and courteous.							
Customers feel safe in their transactions with the bank.							
Employees are experienced and knowledgeable.							
Individual attention is given by bank.							
Bank operates at convenient working hours.							
Staff keeps customers best interest at heart							
The staff gives personal attention to customers.							
The staff makes efforts to understand the needs of the customers.							
ATMs of banks are conveniently located.							
Bank branches are conveniently located.							

8. Overall, I am satisfied with the service quality provided by my bank.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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9. This bank is always my first choice.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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DEMOGRAPHIC DATA

- Bank Name and Branch:
- Bank I had account before merger:
- Gender: Male Female Transgender
- Marital Status: Married Unmarried
- Age:
- Education: Below 12th Class Upto Class 12 Undergraduate Graduate
 Postgraduate Doctorate Professional Degree
 Any other, specify
- Occupation: Student Govt. Employee Private Org. Employee Unemployed employed
 Self-employed Any other, specify.....
- Years of association with this bank:
- District:

-----THANK YOU FOR THE RESPONSE.....

List of Publications

Journals

- Sadani, S., & Goswami, C. (2023). An Investigation of Post-Merger Stress, Satisfaction and Job Leaving Intention among Employees: Evidence from The Indian Banking Sector. *IITM Journal of Business Studies*, 11(1), 78-95.
- Sadani, S., & Goswami, C. (2023). Evidence from the Indian banking industry on the impact of communication on behavioural outcomes following mergers. *International Journal of Work Innovation*, 4(4), 338-355
DOI: 10.1504/IJWI.2023.10058734
- Sadani, S., & Goswami, C. (*in press*). A Pre-Merger Study on Perception and Experience of Employees Working in Public Sector Banks in India. *International Journal of Business Innovation and Research*.
DOI: 10.1504/IJBIR.2021.10043999

Conferences

- Sadani, S., & Goswami, C. (2022). Does Communication Influence Behavioural Outcomes of Mergers?: Evidence from the Indian Banking Sector. In 4th Rajagiri Conference on Economics and Finance jointly organized by Rajagiri Business School and Rajagiri College of Social Sciences (Autonomous), Kochi in association with University of Economics and Human Sciences in Warsaw, Poland.
- Sadani, S., & Goswami, C. (2022). Bank Mergers: A comparison of Employees' Perception Before and After the Event, with reference to Assam, India". In National Conference on Management Practices and Sustainable, 2022, Department of Commerce, The University of Science and Technology, Meghalaya (USTM).

Public Sector Bank Mergers in India: A Study on Financial Performance, Customer and Employee Experience

by Sikha Sadani

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