

ABSTRAK

ANALISIS BUDAYA ORGANISASI PT BANK SYARIAH INDONESIA PASCA MERGER

Ulya Ulhaq

20/471038/PEK/26765

PT Bank Syariah Indonesia menjadi salah satu perusahaan hasil merger pada sektor industri keuangan. PT Bank Syariah Indonesia merupakan merger perbankan syariah milik bank himbara (Bank Syariah Mandiri, Bank Rakyat Indonesia Syariah, dan Bank Negara Indonesia Syariah). Tujuan merger perbankan syariah di Indonesia adalah untuk meningkatkan *market share* dan kapitalisasi perbankan syariah di Indonesia yang memiliki penduduk mayoritas agama Islam. Integrasi budaya pasca merger menjadi tantangan bagi PT Bank Syariah Indonesia untuk menghindari adanya konflik internal yang menyebabkan efek domino dari penurunan kinerja hingga *turnover* karyawan akibat perbedaan budaya.

Penulis tertarik untuk melakukan penelitian yang bertujuan menganalisis perbedaan budaya PT Bank Syariah Indonesia pasca merger dan potensi dampak yang didapatkan dari konflik internal hingga *turnover* karyawan. Selama proses penelitian, penulis menggunakan teori budaya organisasi, teori merger, teori konflik, dan teori retensi karyawan sebagai dasar teori pengembangan penelitian. Kepemimpinan, komunikasi, kinerja karyawan, dan komitmen manajemen sebagai aspek perbedaan budaya yang dapat menimbulkan konflik internal karyawan pasca merger PT Bank Syariah Indonesia. Sumber data diperoleh dari observasi, wawancara dengan karyawan PT Bank Syariah Indonesia, dan literatur penelitian lain yang berkaitan dengan penelitian ini. Teori dan data yang diperoleh dikembangkan selama penelitian, sehingga penelitian dapat memberikan saran atau alternatif strategi perusahaan dalam menekan perbedaan budaya dan konflik internal agar terhindar dari permasalahan atau efek domino lainnya.

Kata Kunci: Budaya Organisasi, Konflik, Kepemimpinan, Komunikasi, Kinerja Karyawan, Komitmen Manajemen, *Turnover*, Retensi Karyawan dan Strategi.

ABSTRACT

ANALYSIS OF ORGANIZATIONAL CULTURE PT BANK SYARIAH INDONESIA POST MERGER

Ulya Ulhaq

20/471038/PEK/26765

PT Bank Syariah Indonesia is one of the merged companies in the financial industry sector. PT Bank Syariah Indonesia is a merger of Islamic banking owned by himbara banks (Bank Syariah Mandiri, Bank Rakyat Indonesia Syariah, and Bank Negara Indonesia Syariah). The purpose of Islamic banking mergers in Indonesia is to increase market share and capitalization of Islamic banking in Indonesia, which has a majority Muslim population. Post-merger cultural integration is a challenge for PT Bank Syariah Indonesia to avoid internal conflicts that cause domino effects from decreased performance to employee turnover due to cultural differences.

The author is interested in conducting research aimed at analyzing the cultural differences of PT Bank Syariah Indonesia after the merger and the potential impacts obtained from internal conflicts to employee turnover. During the research process, the author used organizational culture theory, merger theory, conflict theory, and employee retention theory as the theoretical basis for research development. Leadership, communication, employee performance, and management commitment as aspects of cultural differences that can lead to internal employee conflict after the merger of PT Bank Syariah Indonesia. Data sources were obtained from observations, interviews with PT Bank Syariah Indonesia employees, and other research literature related to this research. The theory and data obtained were developed during the research, so that the research can provide suggestions or alternative company strategies in suppressing cultural differences and internal conflicts in order to avoid problems or other domino effects.

Keywords: Organizational Culture, Conflict, Leadership, Communication, Employee Performance, Management Commitment, Turnover, Employee Retention and Strategy.