

**MODEL KOMUNIKASI ADAPTIF PASCA MERGER:
STRATEGI INTEGRASI BUDAYA ORGANISASI PADA BANK
SYARIAH INDONESIA KANTOR CABANG PEMBANTU
INDRAMAYU**

Nama mahasiswa : Vanessa Zera Ardiyanti

NIM : 253232003

**Pembimbing : Assoc Prof Dr. Edwi Arief Sosiawan, SIP, M.Si., CHQA,
CIAR, CPM(Asia)**

Co-Pembimbing : Prof. Dr. Puji Lestari, M.Si.

ABSTRAK

Penelitian dilatarbelakangi oleh merger tiga bank syariah milik BUMN Syariah menjadi Bank Syariah Indonesia (BSI) pada tahun 2021. Perubahan besar menimbulkan tantangan dalam penyatuan budaya organisasi, nilai, dan pola komunikasi antar pegawai. Penelitian bertujuan untuk mengungkap model komunikasi adaptif yang terbentuk di BSI KCP Indramayu serta menjelaskan peran komunikasi dalam mengintegrasikan budaya kerja pasca merger. Metode menggunakan kualitatif fenomenologis melalui wawancara mendalam, observasi partisipatif, dan dokumentasi terhadap pegawai BSI KCP Indramayu. Hasil penelitian menunjukkan bahwa komunikasi adaptif terbentuk melalui dua pola utama, yaitu komunikasi formal yang kolaboratif dan komunikasi informal yang partisipatif. Kedua bentuk komunikasi menghasilkan kohesivitas nilai, keterikatan emosional (engagement), serta budaya kerja yang kolaboratif dan kompetitif. Kesimpulan penelitian menegaskan bahwa komunikasi adaptif menjadi mekanisme utama dalam menjaga keselarasan antara nilai, identitas, dan praktik kerja di BSI pasca merger. Melalui komunikasi pegawai mampu beradaptasi dengan perubahan dan memperkuat kolaborasi lintas unit kerja. Penelitian merekomendasikan penambahan dimensi komunikasi reflektif yaitu ruang bagi pegawai untuk meninjau, mengevaluasi, dan memberikan umpan balik terhadap proses komunikasi secara berkelanjutan. Penelitian memberikan kontribusi konseptual dan aplikatif mengenai bagaimana komunikasi adaptif dapat difungsikan secara strategis untuk mendukung merger.

Kata Kunci: adaptif, budaya organisasi, komunikasi reflektif.

**ADAPTIVE COMMUNICATION MODEL AFTER THE MERGER:
ORGANIZATIONAL CULTURE INTEGRATION STRATEGY AT BANK
SYARIAH INDONESIA, INDRAMAYU SUB-BRANCH OFFICE**

Student Name: Vanessa Zera Ardiyanti

Student ID: 253232003

**Advisor: Assoc. Prof. Dr. Edwi Arief Sosiawan, S.IP., M.Si.,
CHQA, CIAR, CPM (Asia)**

Co-Advisor: Prof. Dr. Puji Lestari, M.Si.

ABSTRACT

This research is motivated by the merger of three state-owned Islamic banks into Bank Syariah Indonesia (BSI) in 2021. The major organizational change created challenges in unifying organizational culture, values, and communication patterns among employees. This study aims to uncover the adaptive communication model that emerged at BSI KCP Indramayu and to explain the role of communication in integrating work culture after the merger. The study employed a qualitative phenomenological approach through in-depth interviews, participatory observation, and documentation involving employees of BSI KCP Indramayu. The findings show that adaptive communication is formed through two main patterns: collaborative formal communication and participatory informal communication. These communication forms foster value cohesion, emotional attachment (engagement), and a collaborative yet competitive work culture. The study concludes that adaptive communication serves as a key mechanism for maintaining alignment between values, identity, and work practices in BSI post-merger. Through communication, employees are able to adapt to changes and strengthen cross-unit collaboration. The study recommends adding a dimension of reflective communication, providing space for employees to review, evaluate, and give feedback on communication processes continuously. This research offers both conceptual and practical contributions on how adaptive communication can be strategically utilized to support merger processes.

Keywords: *adaptive, organizational culture, reflective communication.*