

## **ABSTRACT**

*This study aims to analyze the role of female leadership and its implications for employee performance in the Business Banking SME unit of PT Bank SMBC Indonesia Tbk, Regional Semarang Hub, in the post-acquisition organizational context. The acquisition process brought significant changes to work systems, business targets, and organizational culture, which affected the dynamics of employee performance. This issue is particularly relevant given that leadership in the observed unit is predominantly held by women. This research employs a qualitative approach using a case study method. Data were collected through in-depth interviews with five key informants, including the Regional Business Head, Area Business Heads, and senior and junior Relationship Managers. Data analysis was conducted using thematic coding techniques through the stages of open coding, axial coding, and selective coding. The findings indicate that employee performance in the post-acquisition period is dynamic and adaptive. Performance fluctuations during the early post-acquisition phase do not reflect a permanent decline but represent an adjustment process to changes in work systems, increased performance targets, and task complexity. Female leadership plays an important role in managing this adaptation process through open communication, a supportive leadership approach, and participative decision-making. However, the influence of female leadership on employee performance is indirect and mediated by psychological stability, adaptability, and work collaboration. This study concludes that female leadership serves as a supporting factor in sustaining employee performance during the post-acquisition period, although it does not automatically translate into improved quantitative performance outcomes.*

**Keywords:** *Female Leadership, Employee Performance, Post Acquisition, Banking, Qualitative Study*

