

ABSTRACT

This study aims to describe the level of anxiety felt by employees of companies experiencing mergers, in this case using a sample of employees from Bank Syariah Indonesia which is a combination of three (3) state-owned Islamic banks including Bank Syariah Mandiri, Bank BNI Syariah, and Bank BRI Syariah. The problems in this study include the level of anxiety felt by employees in companies experiencing mergers and how strategies to overcome this anxiety. The purpose of this study is to determine the level of anxiety in employees of companies experiencing mergers and solutions to overcome feelings of anxiety.

This research uses a qualitative method with a phenomenological approach. Data collection was done by in-depth interview method. The resource persons in this study were 10 employees of Bank Syariah Indonesia Pemalang Branch.

The findings in this research include four things: (1) Post-merger employee conditions, (2) Employees' trust in the company, (3) Leadership style in the merged company, (4) Strategies to overcoming anxiety in the post-merger company.

Keywords: *Mergers and Acquisitions, Anxiety, Negative emotions, Job security*

