

## ABSTRAK

Penelitian ini dilakukan berdasarkan permasalahan rendahnya komitmen karyawan bagian produksi di PT. Kao Chemical Indonesia Karawang, yang diduga dipengaruhi oleh kurang optimalnya umpan balik konstruktif dari manajer ke karyawan (*top-down*), umpan balik dari karyawan ke manajer (*bottom-up*), serta sistem penghargaan yang belum berjalan efektif. Kondisi ini berdampak pada menurunnya loyalitas, keterikatan emosional, dan motivasi kerja karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh umpan balik konstruktif *top-down*, *bottom-up*, dan sistem penghargaan terhadap komitmen karyawan. Metode yang digunakan adalah metode kuantitatif dengan pendekatan deskriptif dan verifikatif. Sampel sebanyak 100 responden ditentukan menggunakan teknik probability sampling. Sebelum dilakukan analisis, data ordinal diubah menjadi skala interval dengan *Method of Successive Interval* (MSI). Metode analisis yang digunakan regresi linier berganda, uji hipotesis, korelasi berganda, dan analisis koefisien determinasi. Hasil penelitian menunjukkan bahwa secara simultan, variabel umpan balik konstruktif *top-down*, *bottom-up*, dan sistem penghargaan berpengaruh signifikan terhadap komitmen karyawan dengan nilai koefisien determinasi ( $R^2$ ) sebesar 0,821, yang berarti 82,1% variasi komitmen karyawan dijelaskan oleh ketiga variabel tersebut. Secara parsial, umpan balik dari manajer ke karyawan berpengaruh sebesar 20,6%, umpan balik dari karyawan ke manajer sebesar 19,6%, dan sistem penghargaan sebesar 41,9%, yang merupakan variabel dominan dalam memengaruhi komitmen karyawan.

**Kata Kunci:** Umpan Balik Konstruktif (*Top-Down*), Umpan Balik Konstruktif (*Bottom-Up*), Sistem Penghargaan dan Komitmen Karyawan

## **ABSTRACT**

*This research is conducted based on the problem of low commitment of production employees at PT. Kao Chemical Indonesia Karawang, which is suspected to be influenced by the suboptimal constructive feedback from managers to employees (top-down), feedback from employees to managers (bottom-up), as well as an ineffective reward system. This condition impacts the decline in loyalty, emotional attachment, and work motivation of employees. This study aims to analyze the influence of top-down constructive feedback, bottom-up feedback, and the reward system on employee commitment. The method used is a quantitative method with descriptive and verificative approaches. A sample of 100 respondents was determined using probability sampling technique. Before analysis, ordinal data was converted into interval scale using the Method of Successive Interval (MSI). The analysis method used is multiple linear regression, hypothesis testing, multiple correlation, and analysis of the coefficient of determination. The results of the study show that simultaneously, the variables of top-down constructive feedback, bottom-up feedback, and reward systems significantly affect employee commitment with a coefficient of determination ( $R^2$ ) of 0.821, which means 82.1% of the variation in employee commitment is explained by these three variables. Partially, feedback from managers to employees has an influence of 20.6%, feedback from employees to managers is 19.6%, and the reward system is 41.9%, making it the dominant variable in influencing employee commitment.*

**Keywords:** *Constructive Feedback (Top-Down), Constructive Feedback (Bottom-Up), Reward System and Employee Commitment*