

THE EFFECT OF NEUROLEADERSHIP AND CAREER PATHS ON EMPLOYEE PERFORMANCE AT THE MEDAN CITY LIBRARY AND ARCHIVES AGENCY

Anisa Susandi ^{1*}, Yuli Arnida Pohan ²

^{1,2} Management Study Program / Universitas Potensi Utama, Medan, Indonesia

E-mail: susandianisa651@gmail.com^{1*}, kotaksuratuli23@mail.com²

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Abstract

Employee performance is a crucial factor in improving the effectiveness of public services. However, various issues have been identified within the Medan City Library and Archives Service, such as suboptimal communication between leaders and employees, lack of recognition, and unclear career paths, which can negatively impact employee performance. This study aims to analyze the impact of neuroleadership and career paths on employee performance at the Medan City Library and Archives Service, both partially and simultaneously. This study uses a quantitative approach with an associative method. The research instrument consists of a questionnaire developed using a five-point Likert scale. The study population includes all 73 Civil Servants at the Medan City Library and Archives Service, so the sampling technique used is saturated sampling. Data analysis was performed using the Statistical Package for Social Science (SPSS) program through validity tests, reliability tests, classical assumption tests, multiple linear regression, t-tests, f-tests, and coefficients of determination. The findings indicate that neuroleadership has a positive and significant influence on employee performance, career paths also have a positive and significant influence on employee performance, and both variables simultaneously have a positive and significant influence on employee performance. This research contributes to government agencies in formulating leadership and career development strategies to improve the quality of employee performance and the effectiveness of public services.

Keywords: Neuroleadership, career path, employee performance, leadership, career development

INTRODUCTION

Human resources constitute one of the most critical components determining the success of an organization, including government bodies. The effectiveness of public sector services is largely determined by the performance and quality of government employees. Therefore, effective human resource management (HRM) is essential to ensure that government officials operate professionally, efficiently, and responsibly. According to Dessler (2019), human resource management encompasses the policies and practices used to manage the human element—or the "people" aspect of management roles—such as recruitment, training, performance evaluation, and employee compensation. Employees are vital human resources capable of developing, sustaining, and executing organizational tasks efficiently and effectively. To ensure organizational continuity, it is essential to manage and organize personnel effectively. To enhance public service, government agencies must currently achieve high levels of employee performance (Dalimunthe and Pohan 2025). Employee performance serves as the primary foundation for improving the quality of public services within government agencies, and the performance of government employees is regulated by government regulations.

The Medan City Library and Archives Agency—located at Jl. Iskandar Muda No. 270, Petisah Tengah, Medan Petisah, Medan City, North Sumatra—was originally formed through the merger of the Medan City library office and archives office; it functions as the implementing body for government affairs regarding libraries and archives. It is led by an Agency Head who reports to the Mayor through the Regional Secretary. The Medan City Library was established in 1972 pursuant to the Decree of the Mayor/Head of the Medan Municipality (No. 839/1972, dated December 27, 1972), which founded the Medan City Public Library Center. The Medan City Library and

Archives Agency was established in 2017. Based on an interview with Mrs. Suwanti (Head of the General Affairs Sub-division), this assessment is conducted and evaluated directly by supervisors. The results serve as a basis for decisions regarding career development, the granting of rewards, and training. These assessment standards were established to enhance the effectiveness of employee task performance and the quality of service provided, while also helping to define more measurable work directions and support the achievement of the agency's strategic goals. In the context of a public organization such as the Library and Archives Agency, employee performance plays a crucial role in ensuring the delivery of services that are effective, efficient, and responsive to the community's needs.

However, the reality on the ground indicates that employee performance in government agencies often faces ongoing challenges. Observations regarding employee performance revealed instances of staff neglecting their duties, appearing idle during working hours, and procrastinating on tasks. Evidence of this includes damaged books left unrepaired and books not promptly entered into the library system. Such employee negligence and errors inevitably impact the quality of service provided to the public. The recapitulated results of the administrative employee performance assessment are highly positive: 46 employees achieved scores exceeding 6,000 points, 25 employees achieved scores approaching the 6,000-point minimum threshold, and only two employees scored below 6,000 points. Based on the author's observations, the failure to meet the target score was attributed to unstable health conditions, which limited the employees' ability to complete their work and accumulate the necessary points. Based on the agency's performance report, the target for the strategic objective of "Enhancing the Public Reading Culture"—specifically regarding the ratio of library collections per capita—has actually been lowered to 96% for 2024, down from the 104.8% achieved in 2023. This decline in the target figure is attributed to limited book availability, a large number of damaged books, and a lack of new titles, all of which have reduced public interest in visiting the library to read.

According to Pardede *et al.* (2023) define leadership as the ability to influence a group toward the achievement of a vision or set of goals. One emerging leadership model is Neuroleadership; this approach involves a leader managing employees' responses to their directives without making the employees feel threatened, thereby fostering a friendly and comfortable work environment and enhancing performance (Rock, 2008). This concept evolved from the integration of neuroscience, psychology, and leadership studies, based on the premise that effective leadership cannot rely solely on instructions, supervision, and formal authority; it also requires an understanding of how the brain processes emotions, attention, motivation, decision-making, social relationships, and responses to pressure. Frameworks such as the SCARF model—which emphasizes status, certainty, autonomy, relatedness, and fairness—demonstrate how leaders can trigger approach-oriented behaviors and mitigate psychological threat responses that hinder performance (Rock, 2008). Based on the author's preliminary observations, leadership at this agency has not yet fully implemented the SCARF model. This is evident from leadership-related issues perceived by employees, such as a lack of appreciation for their work, which leads them to perform only the duties strictly outlined in their job descriptions. Employees also feel uncomfortable communicating with leadership, fearing that any mistakes might negatively impact their performance evaluations. Furthermore, they feel deprived of autonomy in completing their tasks—being confined to the office environment—and lack the freedom to express their opinions, as all decisions are dictated by the leadership.

A pre-survey concluded that the majority of employees felt there was a lack of recognition for their work achievements, perceived management evaluations as lacking transparency, felt that communication between staff and leadership was suboptimal, and believed they worked solely based on directives from superiors. These results indicate that the leadership issues perceived by employees relate less to formal fairness and more to recognition, connectedness, communication, and work autonomy. This aligns with research (Pohan *et al.*, 2026) showing that high-quality leader-subordinate relationships and neuroscience-based leadership practices have a significant positive impact on employee performance. In addition to leadership, another factor influencing employee performance is the career path. In the public sector context, this dimension is increasingly significant as bureaucracies are required to transition toward a transparent and accountable merit system. Research on public sector employees in Indonesia indicates that career development is closely linked to engagement, productivity, and service effectiveness; however, it still faces challenges such as favoritism, unequal opportunities, and a slow transition to a merit-based system (Singh & Vinci, 2024). A career path represents the sequence of work roles an employee must navigate for career development.

According to Rohmah (2020), career development is the process of advancing one's job status within an organization along a career path established by the company. Preliminary observations revealed that there are still employees whose highest level of education is high school; although the agency offers opportunities for further education to qualify for a higher rank, these employees feel that doing so could actually hinder their career

development. Preliminary survey results indicate that issues regarding career paths center on the availability of supportive training and promotion opportunities; employees feel that the organization does not provide training to facilitate their career development. Furthermore, employees perceive that work performance alone is insufficient to secure a promotion, as opportunities also depend on the alignment of educational qualifications. Suboptimal career development can impact employee performance. This aligns with research conducted by Sri *et al.* (2025) on the "influence of career development on performance," which found that career development has a positive and significant effect on employee performance.

This research is based on gaps in previous studies which have not examined the role of Neuroleadership and Career Path as variables that influence employee performance. Previous research conducted by (Yanti & Sinollah, 2023) has examined the Influence of Leadership on Career Development and its Impact on Employee Performance at PT Pindad Enjiniring Indonesia in 2023, this research has not provided specifications for Neuroleadership and Career Path Variables which theoretically also play an important role in improving performance. The context of previous research was in Limited Liability Companies, which means they are different from Government Agencies. Based on the background described above, the problem identification for this study is as follows:

1. There is a discrepancy between individual employee performance results and the agency's overall performance results. While performance assessments indicate that all employees achieved the maximum target of 6,000 points, the agency's performance target achievement declined in 2024, dropping to 96% from 104.8%.
2. Employees perceive the rewards granted by leadership as lacking transparency, and communication between employees and leadership is suboptimal, evidenced by the discomfort employees feel when discussing work-related matters.
3. A lack of transparency regarding career paths leaves employees uncertain about the steps required for career advancement; furthermore, employees with only a high school education face significant difficulties in advancing their careers, and there is an absence of training programs designed to help employees optimize their career development.

Referring to the background of the problem, research formulation, and objectives, the researcher can state the following hypotheses:

H1: Neuroleadership influences employee performance at the Medan City Library and Archives Agency.

H2: Career paths influence employee performance at the Medan City Library and Archives Agency.

H3: Neuroleadership and career paths simultaneously influence employee performance at the Medan City Library and Archives Agency.

METHOD

This study employs an associative approach with a quantitative method. The data used in this study included both primary and secondary data. This research will be conducted at the Medan City Library and Archives Agency, located at Jl. Iskandar Muda No. 270, Petisah Tengah, Medan Petisah District, Medan City. The research is scheduled to take place from March 2026 to August 2026. The population for this study consists of the 73 civil servants employed by the Medan City Library and Archives Agency. To determine the sample, the researcher employed the saturated sampling (census) technique. According to Sugiyono (2023), saturated sampling is a technique in which all members of the population are utilized as the sample; in other words, it is equivalent to a census, where the entire population serves as the sample. Consequently, the sample for this study comprises all 73 employees of the Medan City Library and Archives Agency.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test Results

Table 1. Results of the Validity Test of Neuroleadership, Career Path and Employee Performance

Statement Item	r-count	r-table	Description
N1	0,483	0,361	Valid
N2	0,381	0,361	Valid
N3	0,450	0,361	Valid
N4	0,480	0,361	Valid
N5	0,528	0,361	Valid
N6	0,553	0,361	Valid
N7	0,612	0,361	Valid
N8	0,617	0,361	Valid
N9	0,558	0,361	Valid
N10	0,600	0,361	Valid
CP1	0,582	0,361	Valid
CP2	0,710	0,361	Valid
CP3	0,409	0,361	Valid
CP4	0,700	0,361	Valid
CP5	0,504	0,361	Valid
CP6	0,443	0,361	Valid
CP7	0,655	0,361	Valid
CP8	0,698	0,361	Valid
EP1	0,509	0,361	Valid
EP2	0,591	0,361	Valid
EP3	0,653	0,361	Valid
EP4	0,691	0,361	Valid
EP5	0,512	0,361	Valid
EP6	0,664	0,361	Valid
EP7	0,742	0,361	Valid
EP8	0,816	0,361	Valid

Source: SPSS version 25 (2026)

Referring to Table 1, it is known that the corrected item total correlation value is > 0.361 , so all statement items are stated to be valid/legitimate.

Table 2. Results of the Reliability Test of Neuroleadership, Career Path and Employee Performance

Variable	Cronbach Alpha	Description
Neuroleadership	0,703	Reliable
Career Path	0,689	Reliable
Employee Performance	0,809	Reliable

Source: SPSS version 25 (2026)

Referring to Table 2, it is known that the cronbach's alpha value for all variables is > 0.60 , so all statement items are stated to be reliable.

Normality Test Results

Table 3. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		73
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.16853530
Most Extreme Differences	Absolute	.072
	Positive	.052

	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS version 25 (2026)

Referring to Table 3. above, it is known that the results of the Kolmogorov-Smirnov test have a significance value of $0.200 > 0.05$ so it can be concluded that the data tested is normally distributed.

Multicollinearity Test Results (Tolerance and VIF)

Table 4. Multicollinearity Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		Sig.	Tolerance	VIF
	B	Std. Error	Beta	t			
1 (Constant)	11.165	2.960		3.772	.000		
Neuroleadership	.281	.063	.407	4.457	.000	.955	1.047
Career Path	.327	.067	.448	4.908	.000	.955	1.047

a. Dependent Variable: Employee Performance

Source: SPSS version 25 (2026)

Referring to Table 4, it is known that the results of the multicollinearity test for the variables neuroleadership and career path have a tolerance value > 0.10 and $VIF < 10$, so this study is declared free from multicollinearity problems.

Heteroscedasticity Test Results (Glejser)

Table 5. Glejser Heteroscedasticity Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.781	1.851		.422	.674
Neuroleadership	.059	.039	.180	1.499	.138
Career Path	-.045	.042	-.129	-1.079	.284

a. Dependent Variable: Abs. res

Source: SPSS version 25 (2026)

Referring to Table 5. above, the results of the Glejser test above, the significance value of the three independent variables is > 0.05 , so it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Test Results

Table 6. Multiple Linear Regression Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		Sig.	Tolerance	VIF
	B	Std. Error	Beta	t			
1 (Constant)	11.165	2.960		3.772	.000		
Neuroleadership	.281	.063	.407	4.457	.000	.955	1.047
Career Path	.327	.067	.448	4.908	.000	.955	1.047

a. Dependent Variable: Employee Performance

Source: SPSS version 25 (2026)

Referring to Table 6, the regression equation for the above values is:

$$Y = 11.164 + 0.281(X1) + 0.327(X2) + e$$

1. The constant value (α) of 11.165 indicates that if the neuroleadership (X1) and career path (X2) variables are held constant, employee performance is influenced by a value of 11.165 units.
2. The regression coefficient for neuroleadership (X1) of 0.281 indicates a positive influence. This means that every one-unit increase in neuroleadership will increase employee performance by 28.1%.
3. The regression coefficient for career path (X2) of 0.327 indicates a positive influence on employee performance. This means that every increase in career path will increase employee performance by 32.7%.

The career path coefficient exerts a relatively dominant influence—specifically 32.7%—on the improvement of employee performance. Consequently, enhancements in employee performance are more likely to be driven by a clear career path.

Hypothesis Testing

Partial Test Results (t-Test)

Table 7. Partial Test Results (t-Test)

Table 1. Multiple Regression (N = 100)							
Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	11.165	2.960		3.772	.000		
Neuroleadership	.281	.063	.407	4.457	.000	.955	1.047
Career Path	.327	.067	.448	4.908	.000	.955	1.047

a. Dependent Variable: Employee Performance

Source: SPSS version 25 (2026)

Referring to Table 7, it is known that the independent variables influence each other on the dependent variable.

1. The test results indicate that the neuroleadership variable yielded a calculated t-value of 4.457 (exceeding the t-table value of 1.667) with a significance level of 0.000 (below 0.05). Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. These results demonstrate that neuroleadership has a positive and significant partial effect on employee performance. The better the implementation of neuroleadership-based leadership—characterized by enhancements in status, certainty, autonomy, social relationships, and fairness within the organization—the higher the level of employee performance.
2. The test results indicate that the career path variable yielded a calculated t-value of 4.908 (exceeding the t-table value of 1.667) with a significance level of 0.000 (below 0.05). Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. These results demonstrate that career paths have a positive and significant partial effect on employee performance. The availability of career development opportunities, promotions, and clear career progression paths can boost motivation and encourage employees to work more effectively.

Simultaneous Test Results (F-Test)

Table 8. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	269.417	2	134.708	27.850	.000 ^b
	Residual	338.583	70	4.837		
	Total	608.000	72			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Path, Neuroleadership

Source: SPSS version 25 (2026)

Referring to Table 8. the calculations show that the calculated F-value (27.850) exceeds the F-table value (3.128), and the significance value is 0.000, which is less than 0.05. Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. Thus, it can be concluded that neuroleadership and career paths have a positive and significant simultaneous influence on employee performance at the Medan City Library

and Archives Agency. These results indicate that enhancing leadership quality based on neuroleadership—supported by a robust career development system—will collectively improve employee performance.

Determination Test Results

Table 9. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.443	.427	2.19930

a. Predictors: (Constant), Career Path, Neuroleadership

Source: SPSS version 25 (2026)

Referring to Table 9, the Adjusted R-squared value is 0.427 (or 42.7%). This indicates that the neuroleadership and career path variables explain 42.7% of the variation in employee performance, while the remaining 57.3% is influenced by other variables outside the scope of this study.

Discussion

The Effect of Neuroleadership on Employee Performance

Based on the partial test (t-test) results, the neuroleadership variable has a positive and significant effect on employee performance at the Medan City Library and Archives Agency; the regression coefficient is 0.281 with a calculated t-value of 4.457—exceeding the t-table value of 1.667—and a significance level of 0.000, meaning the first hypothesis is accepted. These findings align with David Rock's (2008) theory, which states that individual behavior within an organization is heavily influenced by the brain's response to five key social needs known as the SCARF model: status, certainty, autonomy, relatedness, and fairness. The findings also support the leadership theory proposed by Hasibuan (2017), which defines leadership as a leader's ability to influence subordinates' behavior to work productively toward achieving organizational goals. Leaders who apply neuroleadership principles can create a more conducive work environment, thereby encouraging employees to improve both the quality and quantity of their work. David Rock (2008) also notes that leaders capable of providing recognition, certainty of information, autonomy, positive interpersonal relationships, and fair treatment foster a sense of psychological safety among employees. These findings are further supported by the descriptive analysis of respondent answers. The analysis reveals three indicators with the lowest mean scores; the indicator with the lowest average score (3.63) relates to the statement: "The leader always shows appreciation in front of the team when I complete a task well."

Although still categorized as "good," this score indicates that some respondents feel they have not yet received open recognition or appreciation from their leaders for their contributions. In neuroleadership, recognizing employee contributions can boost both performance and self-confidence. Appreciation serves not merely as a reward but as a psychological stimulus that reinforces positive work behaviors. The indicator with the second-lowest average score (3.89) relates to the statement: "My working relationship with the leader is limited to work formalities." These findings indicate that the relationship between employees and leaders tends to remain within formal boundaries; in the context of neuroleadership, "relatedness" pertains to an individual's need for positive social connections and a sense of connectedness. Relationships limited primarily to work formalities can cause interactions between leaders and employees to focus on task completion rather than on building the professional rapport that fosters communication and trust. Another indicator with the lowest average score (3.90) was associated with the statement: "Sudden assignments from the leader often leave me confused about my work." The assignment of sudden tasks can still cause confusion for some employees; those who already have established work targets and priorities require time to adjust when faced with unexpected new tasks. From a neuroleadership perspective, certainty plays a crucial role in helping employees understand situations and determine appropriate responses. Overall, the prevalence of positive responses regarding neuroleadership indicators suggests that employees perceive the applied leadership style as effective in creating a conducive work environment.

These three findings indicate that the application of neuroleadership—specifically regarding the expression of appreciation, interpersonal relationships between leaders and employees, and certainty surrounding sudden assignments—requires further improvement to effectively leverage neuroleadership for performance enhancement. This aligns with research by Wulandari et al. (2024), which demonstrates that neuroleadership can boost employee performance by improving the quality of the leader-subordinate relationship. Effective communication and recognition from leaders contribute to enhanced employee performance.

The Effect of Career Path on Employee Performance

Based on the partial test results, the career path variable has a positive and significant effect on employee performance at the Medan City Library and Archives Agency; the regression coefficient is 0.327 with a t-value of 4.908—exceeding the t-table value of 1.667—and a significance level of 0.000. This indicates that the better the career development system implemented, the higher the employee performance. These findings align with Dessler's theory, which states that a career path is a continuous process providing individuals with opportunities to enhance their competence and attain higher positions within an organization. Career path clarity plays a crucial role in driving employee performance; employees require direction regarding career development, opportunities to improve performance, and transparent promotion prospects (Dessler, 2019). These results are supported by an analysis of respondent answer frequencies; the indicator with the lowest mean score (3.66) was found in the statement, "The agency provides training that supports the improvement of my competence." This score indicates that some respondents believe training and competence development have not yet been optimally implemented.

This suggests that some employees do not yet feel they receive adequate training support to enhance their competence. These training limitations are also attributed to budget constraints; according to information from the Radar Banjarmasin website (2023), the budget allocation for regency/city-level competence development is 0.16%, with an estimated average cost of approximately 22 million rupiah per participant for in-person training. The indicator with the second-lowest mean score (4.01) was found in the statement, "The agency provides a clear career path for all employees from the start of their employment." This situation indicates that while some employees hold a positive perception regarding career path clarity, there is still room to improve transparency and understanding of career development mechanisms. The indicator with the second-lowest mean score (4.01) was found in the statement, "Performance appraisals at the agency are conducted periodically." These results indicate that performance appraisals are being implemented, yet they are not fully perceived as optimal by all employees.

Performance appraisal is a crucial component of the career path; the results can be used to determine competency development needs and assess an employee's readiness to assume greater responsibilities. Furthermore, periodic appraisals enable the organization to identify employee strengths and weaknesses more objectively. Overall, the descriptive analysis reveals that employees hold a generally positive perception of the organization's career development system. Nevertheless, employees require clear career paths, training programs to meet necessary competency requirements, and objective performance evaluations. This aligns with research (Sisilia, 2023) suggesting that effective career development leads to improved employee performance. Career development serves as a key organizational support factor that directly influences employee performance, thereby facilitating the achievement of organizational or corporate goals.

The Simultaneous Effect of Neuroleadership and Career Path on Employee Performance

Simultaneous testing results indicate that neuroleadership and career paths significantly influence employee performance concurrently, as evidenced by a calculated F-value (27.850) exceeding the F-table value (3.128) at a significance level of 0.000. Consequently, the null hypothesis (H_0)—stating that there is no significant simultaneous influence of neuroleadership and career paths on employee performance—is rejected, and the alternative hypothesis (H_a) is accepted. This implies that these independent variables collectively contribute to explaining the observed variation in the dependent variable: employee performance. The obtained adjusted R-squared value is 0.427 (42.7%), while the remaining 57.3% is influenced by variables outside the scope of this study. These findings demonstrate that enhancing employee performance depends not only on a leader's ability to manage work relationships and employees' psychological states but also on the availability of clear, structured career development opportunities. Improving employee performance at the Medan City Library and Archives Agency requires simultaneous efforts in two areas: neuroleadership—relating to how leaders create supportive work environments through appreciation, positive work relationships, and clarity in task assignment—and career paths, relating to how the agency provides development direction and competency-building opportunities through training programs, clear career trajectories, and periodic performance appraisals.

CONCLUSION

Based on the research results, it can be concluded that:

1. Neuroleadership has a positive and significant partial effect on employee performance, with a regression value of 0.281, a calculated t-value of 4.457, and a significance level of 0.000. This indicates that the better the implementation of neuroleadership by leaders, the higher the employee performance. Leadership practices that foster effective communication, provide a sense of security, ensure information clarity, offer

recognition, and guarantee fair treatment have been proven to boost employee motivation and productivity. Therefore, the first hypothesis, stating that neuroleadership influences employee performance, is accepted.

2. Career path has a positive and significant partial effect on employee performance, with a regression value of 0.327, a t-value of 4.908, and a significance level of 0.000. Research findings indicate that clear career paths, opportunities for competency development, objective performance evaluation systems, and transparent promotion opportunities encourage employees to work more optimally. The more positive employees' perceptions are regarding available career development, the higher the level of performance achieved. Therefore, the second hypothesis, stating that career path influences employee performance, is accepted.
3. Neuroleadership and career path simultaneously exert a positive and significant influence on employee performance, with a calculated F-value of 27.850 and a significance level of 0.000. Together, these two variables explain variations in employee performance at the Medan City Library and Archives Agency. This demonstrates that improving the quality of neuroleadership—supported by a clear and transparent career development system—will significantly contribute to enhancing employee performance. Thus, the third hypothesis, stating that neuroleadership and career path simultaneously influence employee performance, is accepted.

The following recommendations are proposed:

1. Agency leadership is encouraged to enhance the implementation of neuroleadership principles in human resource management. This should be achieved particularly through open communication—ensuring employees interact beyond mere work tasks or instructions and feel comfortable sharing obstacles, ideas, and development needs. Leadership should also acknowledge employee achievements and provide clear information regarding sudden task assignments; clear communication helps reduce confusion, maintains focus on work targets, and fosters a comfortable, supportive working relationship.
2. The agency is encouraged to develop a clearer, transparent, and merit-based career path system. A structured career path will help employees understand the steps required to achieve promotions and rank advancements. Furthermore, the agency should provide opportunities for employees to prepare themselves through education, training programs, and continuous competency development to optimize their work capabilities. Examples include library management training (covering program planning, human resource management, and collection management)—similar to the initiatives implemented by the National Library of Indonesia (Perpusnas)—as well as utilizing Perpusnas's digital literacy and information management resources (such as PANDAWA/ELDIKA) and librarian certification training to enhance professional standards.
3. Leadership and the agency need to improve periodic performance evaluations to serve as a foundation for employee development. Evaluations should not merely assess work achievements but also identify areas requiring improvement and reinforce high-quality performance. Evaluation results can inform decisions regarding training needs, the assignment of responsibilities, and career development planning aimed at sustaining and enhancing employee performance.

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