

**PENGARUH *LEADER MEMBER EXCHANGE*,
NEUROLEADERSHIP DAN *WORK ETHIC* TERHADAP
KINERJA PEGAWAI DENGAN *WORK ENGAGEMENT*
SEBAGAI VARIABEL MEDIASI PADA BKPSDM MEDAN**

ABSTRAK

Kinerja pegawai pada instansi pemerintah daerah sering kali dipengaruhi oleh kualitas hubungan antara pimpinan dan bawahan, gaya kepemimpinan yang diterapkan, serta nilai-nilai kerja yang dianut. Di BKPSDM Kota Medan, terdapat tantangan berupa variasi tingkat keterlibatan kerja pegawai (*work engagement*) yang belum optimal, hubungan kerja yang belum sepenuhnya harmonis antara atasan dan bawahan, serta penerapan prinsip kepemimpinan berbasis neurosains yang masih terbatas. Selain itu, meskipun sebagian pegawai memiliki etos kerja yang baik, hal tersebut belum sepenuhnya tercermin dalam peningkatan keterlibatan kerja, yang pada akhirnya berdampak pada kinerja.

Penelitian ini bertujuan untuk menguji pengaruh *Leader Member Exchange* (LMX), *Neuroleadership*, dan *Work Ethic* terhadap kinerja pegawai dengan *Work Engagement* sebagai variabel mediasi di BKPSDM Kota Medan. Pendekatan yang digunakan adalah kuantitatif, dengan melibatkan seluruh populasi sebanyak 102 pegawai melalui teknik total sampling. Data dikumpulkan menggunakan kuesioner berisi 66 pernyataan yang mengukur masing-masing variabel secara komprehensif. Hasil analisis menunjukkan bahwa LMX, *Neuroleadership*, dan *Work Ethic* berpengaruh positif terhadap kinerja pegawai. Secara spesifik, LMX dan *Neuroleadership* terbukti berpengaruh signifikan terhadap *Work Engagement*, yang kemudian berdampak positif pada kinerja. Namun, *Work Ethic* tidak berpengaruh signifikan terhadap *Work Engagement*, tetapi memiliki pengaruh langsung terhadap kinerja pegawai. Temuan juga menunjukkan bahwa LMX dan *Neuroleadership* memengaruhi kinerja secara tidak langsung melalui *Work Engagement*. Artinya, hubungan yang baik antara pemimpin dan anggota, serta penerapan prinsip kepemimpinan berbasis neurosains, dapat meningkatkan keterlibatan kerja dan kinerja pegawai. Sebaliknya, pengaruh *Work Ethic* terhadap kinerja tidak dimediasi oleh *Work Engagement*, menandakan bahwa etos kerja lebih berfungsi sebagai pendorong langsung kinerja.

Penelitian ini memberikan kontribusi teoretis dalam menjelaskan pentingnya aspek psikologis dan sosial seperti *Work Engagement* dalam meningkatkan kinerja pegawai. Implikasi praktisnya, BKPSDM Kota Medan perlu memperkuat hubungan pemimpin-pegawai, menerapkan prinsip *Neuroleadership*, dan menciptakan lingkungan kerja yang mendukung keterlibatan pegawai secara aktif untuk memaksimalkan kinerja.

Kata Kunci: *Leader Member Exchange*, *Neuroleadership*, *Work Ethic*, Kinerja Pegawai, *Work Engagement*, Pengembangan Sumber Daya Manusia.

**THE INFLUENCE OF LEADER-MEMBER EXCHANGE,
NEUROLEADERSHIP, AND WORK ETHIC ON EMPLOYEE
PERFORMANCE WITH WORK ENGAGEMENT AS AN INTERVENING
VARIABLE AT THE MEDAN CIVIL SERVICE AND HUMAN RESOURCE
DEVELOPMENT AGENCY**

ABSTRACT

Employee performance in local government agencies is often influenced by the quality of the relationship between leaders and subordinates, the leadership style applied, and the work values adopted. At the BKPSDM of Medan City, challenges include varying levels of employee work engagement that have yet to reach optimal levels, working relationships between superiors and subordinates that are not fully harmonious, and limited implementation of neuroscience-based leadership principles. In addition, although s...

This study aims to examine the effect of Leader Member Exchange (LMX), Neuroleadership, and Work Ethic on employee performance with Work Engagement as a mediating variable at the BKPSDM of Medan City. The research employed a quantitative approach, involving the entire population of 102 employees through a total sampling technique. Data were collected using a questionnaire consisting of 66 statements that comprehensively measured each variable.

The analysis results indicate that LMX, Neuroleadership, and Work Ethic have a positive effect on employee performance. Specifically, LMX and Neuroleadership have a significant effect on Work Engagement, which in turn positively impacts performance. However, Work Ethic does not significantly affect Work Engagement but has a direct effect on employee performance. The findings also show that LMX and Neuroleadership influence performance indirectly through Work Engagement. This means that a strong relationship between leaders and members, as well as the application of neuroscience-based leadership principles, can increase work engagement and employee performance. Conversely, the effect of Work Ethic on performance is not mediated by Work Engagement, indicating that work ethic functions more as a direct driver of performance.

This study provides theoretical contributions in explaining the importance of psychological and social aspects such as Work Engagement in improving employee performance. The practical implication is that the BKPSDM of Medan City needs to strengthen leader–employee relationships, apply Neuroleadership principles, and create a work environment that actively supports employee engagement to maximize performance.

Keywords: Leader-Member Exchange, Neuroleadership, Work Ethic, Employee Performance, Work Engagement, Human Resource Development.