

INFLUENCE OF LEADERSHIP, MOTIVATION AND CAREER DEVELOPMENT ON THE PERFORMANCE OF EMPLOYEES AT MUAMALAT BANK BRANCH SEMARANG

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ABSTRACT

The biggest challenge in the era of globalization and free market competition is so tight is not limited by the time and place, it should be addressed proactively by professionals both internally and externally. One of the internal factors that can be controlled and be the deciding factor in order to keep the company growing and winning a competition is human resources. This research aimed to analyze the influence of leadership, work motivation and career development on performance. The research sample is Bank Muamalat branch of Semarang. The primary data collected with the distribution of questionnaires to respondents. Data were analyzed by descriptive method for analyzing quantitative data and stated with qualitative. Then to interpretation the results of calculation and complete the picture obtained from the analysis of qualitative data to solve the problems examined. Methods of data analysis using multiple linear regression with SPSS regression coefficient test results Leadership (X1) 0.302, Motivation (X2) 0.378 and Career Development (X3) 0.537, the positive three significantly to performance. Therefore, it can be concluded that the leadership and can be effect significant positively on performance, motivation positive and significant impact to the performance and career development is also positive and significant impact on performance. Results Adjusted R Square of 0.79. means 79% of the performance variation can be explained by the three independent variables. The ANOVA test results obtained the F value of 83.847 count with the significance of 0.00, so it concluded simultaneously leadership, motivation and career development affect on the performance or the model that is in use either.

Keywords: leadership, motivation, career and performance.

INTRODUCTION

The biggest challenge in the global era and free market competition is so tight that is not limited by the time and place, it should be addressed proactively by professionals both internally and externally. One of the internal factors that can be controlled and be the deciding factor in order to keep the company growing and winning the competition is human resources. Human resources is the most valuable and strategic assets of an organizations that will give you an advantage in a long term because people have the competence and has the advantage are not easily replaceable. The function of human resources currently are indeed experiencing a shift from merely as a factor of production that utilized his energies to seeking profits after it was abandoned for granted but now that role is more strategic and complex no longer just focused on operational problems. Change and increase the role and function of the human resources must be balanced with performance improvements. Human resources will be easily in the high-performance adjustment of change and growth as well as being able to win the competition.

Performance is the level of achievement of the objectives set, so that the organization is always fighting for success. High performance can be pursued in a way how leaders influence subordinates in order to voluntarily act in achieving the organization goals, Leadership is a process of social influence in which leader is aiming at the voluntary participation of subordinates in an effort to achieve the organizational goals (R Kreitner, A Kinicki, 2005) Purwanto (2012), the research suggests that leadership is an important factor to providing guidance for employees. The guidance in improving the success it is very necessary to have leadership that can empower employees and be able to know the potential employee owned.

The leader must be able to encourage and motivate the employee to foster self-confidence of employees in their duties. Work motivation can encourage employees to do something or encourage people to achieve their goals. Luthans (2006) in Purwanto (2012), says that the motivation is a process that begins with psychological deficiency that drives the behavior or the encouragement intended for trading purposes or incentives. These included three elements that interact and are interdependent: the need, encouragement and incentives. The need to form a boost aimed at incentives.

Career development is a dream and the ideals of everyone to continuously position promoted both functional and structural. Career is a requirement that should be fought formally by the organization to ensure people in the organization that have appropriate qualifications and ability experience fit when needed. Companies need to develop and manage a career with good performance of employees in order to stay awake and able to encourage employees to always do the best and avoid the frustration of work resulting decline in the performance of the institution. Management

and career development will enhance the effectivity and creativity of the human resources that can foster strong commitment and improve its performance in order to support the agency/ company to achieve the goals.

Bank Muamalat is an Islamic bank that provides banking services to the public that the intermediary function to collect funds and distribute to the community. In the framework of awarding good service required the existence of a support employee performance, so it is able to provide optimal service and provides satisfaction for the customer. The growth of a company is not only determined from the success in managing finance based on capital strength or money, but also determined the success of managing human resources.

Management of human resource in question is that the company should be able to unify perception or perspective employees and corporate leadership in order to achieve company goals, among others, the establishment of a mental working with dedication and loyalty. Based on the above description of the researchers focused the research titled "The Influence of Leadership, Work Motivation and Career Development on Performance of Employees of Muamalat Bank Branch Semarang".

Scope of the research

Based on the terms of the problem in this study can be formulated as follows:

1. How does leadership influence on employee performance Muamalat Bank Branch Semarang?
2. How does the work motivation on employee performance Muamalat Bank Branch Semarang?
3. How does the career development on employee performance Muamalat Bank Branch Semarang?

Aims of the research

This research aims to verify and analyze the influence of:

1. The influence of leadership on employee performance at Bank Muamalat Branch Semarang.
2. The influence of work motivation on employee performance Bank Muamalat Branch Semarang
3. The influence of career development on employee performance Bank Muamalat Branch Semarang

Advantages of the research

The advantages of this research are as follows:

1. The results of this research are expected to provide input to the management of Muamalat Bank Branch Semarang in doing a proper strategy in order to improve the performance of the employees, especially by using leadership and employee motivation.
2. The results of this research are expected to provide an overview of the field practice of leadership, motivation, career development and performance as well as completing further research material in order to increase the academic vocabulary that is useful for the development of science, particularly in the field of Human Resource Management.

REVIEWS THE THEORY

Leadership.

Leadership broadly, is covering the process of influence in setting the organizational goals, motivating followers to achieve the goals behavior, influence to improve the group and its culture. It is also affects the interpretation of the events of his followers, organizing and activities to achieve goals, maintain working relationships and teamwork, gain support and cooperation from people outside the group or organization (MiftahThoha, 2010).

Ghonyah (2011), stated that the leadership shown by the example of a leader and stimulate employee performance. The leadership role of a leader can influence employee commitment that ultimately affect the performance of employees. According Winardi there are seven kinds of processes related to one another and they often come up with the stages of different or sometimes simultaneously, namely: a) The leaders make decisions. They developed a process in which set a pattern of action based on the choice between a number of alternatives for the purpose of achieving something desired results. b) The leaders focused their attention to jointly achieve the goals set by the organization. c) The leaders plan and develop policies. That is, they anticipate the future, and trying to find a variety of alternative courses of action patterns. d) The leaders organize and put (staff) workers in positions that exist. e) The leaders carry out communication with subordinates, colleagues and their superiors. They carry forward the ideas to other parties with the aim of achieving something desired results. f) The leaders lead and supervise. That is, they see to it that their subordinates

parties work toward the achievement of goals and objectives are common. g) The leaders supervise the activities. That is, they use processes that can measure the work and then lead it towards the goals set originally.

Motivation

Motivation is the willingness to issue a high level of effort for the organization's goals, conditioned by the effort's ability to satisfy some individual needs (Robbins, 2007). Motivation drives some one to do something for the sake of its goal to meet all his needs. George and Jones' opinion that elements of motivation to work is divided into three parts: the direction of behavior, effort level, the level of persistence. (George & Jones, 2005).

According to Handoko (2001) theories of motivation can be classified into three groups:

- a. Prescriptive Theories suggests how to motivate employees. It is based on the theory of expenditures that are trial and error.
- b. Theory Content mentioned the theory of needs, is with regard to the question of what causes the behavior or focus on the "what" of motivation.

Contents theory advanced by some experts, namely:

- a) Frederick Herzberg's Theory of factors that affect a person in his work, namely: (a) factors motivator or gratification (b) Factors maintenance.
- b) Theory David Mc. Clelland studied issues relating to the success of a person (the needs to Achieve), the result is a concept that relates to how the efforts can achieve success. Due called "Achievement Motivation Theory". According to David Mc. Clelland, people who have a need to achieve success in their work or accomplished something. Process theory with regard to how the behavior arises initiated and implemented or explain the "how" of motivation.

While the theory of motivation that are widely introduced by Abraham Maslow (Robbins, 2011) a doctorate in Psychology from the University of Wisconsin theory about the background of this requirement by psychological theories. Maslow hypothesized that within every human being dwells five levels of needs that include:

- a. Physiological. Covering hunger, thirst, shelter, sex, and other physical needs.
- b. Sense of security. Security and protection from physical danger and emotional
- c. Social. Compassion, a sense of belonging, acceptance, and friendship.
- d. Appreciation. Internal factors eg, self-esteem, kemandarian, and the achievement of external factors eg, status, recognition, and attention.
- e. Self-actualization. Impulse capable of forming a person to become; growth, achieve our potential, and self-fulfillment.

Career development

A career is a sequence of work activities separate, but related that provides continuity, regularity, and the meaning of one's life. It is shaped by many factors including heredity, culture, the elderly, the age level, education, and their experiences (Darsono, P and Tjatjuk, 2011). Saydam (2011) mentions that the development of the HR (Human Resources), an organization's activities must be carried out, so that knowledge, abilities and skills they are in accordance with the demands of the job they do. Career development is personal efforts of an employee to achieve a career plan (Kadarisman, 2013)

According to Sondang P. Siagian (2006) the factors that influence the development of an employee's career, namely:

1. Achievement of work, the most important factor to improve and develop the career of an employee is on their achievements in performing tasks entrusted to him. Without a satisfactory performance, it is difficult for a worker to the proposed by his boss in order to be considered for the job or be promoted to higher positions in the future.
2. Loyalty to the organization, is the dedication of employees who want to continue working in the organization where she worked for a long time
3. Mentors and Sponsors Mentors are people who give advice or suggestions to employees in an effort to develop his career. While the sponsor is someone in the company who can create opportunities for employees to develop their careers
4. Support the subordinate Represents the support provided by the subordinate in the form of the success of the task manager is concerned the opportunity to grow
5. The opportunity for growth is an opportunity given to employees to improve their capabilities, either through training, courses and continuing education levels.

Performance

Performance is the result of the quality and quantity that can be achieved by an employee in performing its duties in accordance with the responsibilities given to him (Mangkunagara, 2005). Performance as the results of job functions / activities of a person or group within an organization that is affected by various factors in order to achieve organizational goals in a certain time period (Tika, 2006).

According to Robbins (2007) indicators to measure employee performance:

1. The quality of work is measured employee perceptions of the quality of work produced and the perfection of duty to the skills and abilities of employees.
2. The quantity of work is the amount produced is expressed in terms such as the number of units, number of cycles completed activity.
3. Timeliness is a level of activity completed earlier stated time, from the point of coordination with the output results and maximize the time available for other activities.
4. Effectiveness, an organization's level of use of resources (manpower, money, technology, raw materials) is maximized with the intention of raising the results of each unit in the use of resources.
5. The independence is a level of an employee who will be able to carry out its function.
6. Commitment of work, a level at which an employee has a commitment to work with other agencies and the responsibility of employees to the office

Hypothesis

Relationships on the Performance Leadership

Good leadership can drive employees to work well. So people who have good leadership in theory and logic will be able to improve performance.

H1: Good leadership predicted positive and significant impact on performance

Relationships Work Motivation on Performance

Work motivation is driving people to do the work in the hope of obtaining payment for their needs. So people are highly motivated by theory and logic will be able to improve performance.

H2: Work motivation predicted positive and significant effect on performance.

Career development relationship to performance.

Every organization wants its employees to have a great career, so one way is by giving employees can pursue careers so that the quality and quantity for the better, which in turn can improve the performance high. So in theory and logic, if the career is always increasing will improve its performance.

H3: Career Development predicted positive and significant impact on performance

Framework

From the above it can be clarified through variable influences leadership, motivation and career development to performance schematically in Figure 1.

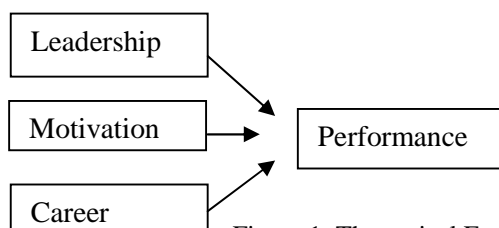


Figure 1. Theoretical Framework

RESEARCH METHODS

Population and Sample

Population is the generalization region consisting of the objects / subjects that have certain qualities and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2010). The population in this study were all employees of Bank Muamalat branch of Semarang totaling 108 people. Samples that are not included in this research are all employees of Bank Muamalat branch of Semarang with supervision rank upwards. This is to reflect the results of the actual response of the employees in the lower level or the operations of the Bank. Purposive sampling that is not included in this sample are: Branch Manager, Operations Manager, Operations Officer, Marketing Supervision Lending, Marketing Supervision funding, Sub Branch Manager, Head Teller, Head CS. Of the total population of employees of Bank Muamalat branch of Semarang totaling 108 people, 10 of them is the supervision that we do not put in this sample. Samples were collected a number of 68 respondents.

Types and Sources of Data

The type of data in this research are primary and secondary data. Primary data is data obtained directly from the original source and not through an intermediary (Indriantoro and Supomo, 2004). Primary data is a source of research data obtained directly from the data source. The primary data used in this research was obtained from questionnaires distributed to employees of Bank Muamalat branch of Semarang. Secondary data is a source of research data obtained indirectly through an intermediary medium (obtained or recorded other parties) and are mutually complementary. Secondary data from published sources that can support the research and writing was obtained from the relevant literature on the issue, as the basis for an understanding of the research object and to analyze them appropriately.

Methods of collecting data

Collecting data in this research is a survey by distributing questionnaires and interviews by giving a set of questions or statements to the respondents response that related with leadership, motivation and career development as well as performance. Then the answer written by the respondent, with attention to the instructions filling in a questionnaire.

Research variable

The research variables are things that can differentiate or bring variation in the value (Sekaran, 2006). This research there are three variables: Independent variables (Independent Variable / affecting) in this study: Leadership (X1), Motivation (X2) and Career (X3)

The dependent variable (Dependent Variable / influenced) in this study is the performance (Y)

Data analysis method

In order for a useful data collected, it must be processed and analyzed in advance, so it can be used as a basis for a decision. The data in this research using SPSS for windows. This research using quantitative analysis method, the steps are as follows: a. Editing; b. Giving Code; c. Scoring.

This score is used in the determination of the Likert scale with five categories of assessment, namely:

- a. A score of 5 is given to the answers strongly agree;
 - b. Score of 4 is given to the answers agree
 - c. Score 3 is given to neutral answers;
 - d. A score of 2 is given to the answer disagree;
 - e. Score 1 is given to the answer strongly disagree;
- d. Tabulating

DATA ANALYSIS

The quantitative analysis is the analysis of the data used for the calculation of certain formulas obtained in a process of testing in advance. The analysis tools that used, including:

1. Validity Test

Testing the validity of this research is done by using analysis factors. If the value of KMO (Keiser-Meyer-Olkin) is greater than 0.50 then the sample is enough and deserves to be further analyzed. Loading item factors has a value of 0.5, it is considered valid and deserves to be analyzed further.

2. Reliability Test

Reliability tests performed on statements that are valid to determine the extent of the measurement results remain consistent if measurements were repeated at the group in the same group with the same measuring instrument (Ghozali, 2012). A questionnaire said to be reliable or reliable if someone answers to questions are consistent or stable over time. The reliability test measured using alpha coefficient (Cronbach Alpha) above 0.60. A research instrument is reliable if these tests show more than 0.60 alpha so it can be concluded that the instruments used in this study had adequate levels of reliability. (Ghozali, 2012).

Analysis of Multiple Linear Regression

This analysis is used to determine how much influence the independent variables are: Leadership (X1), Motivation (X2), and Career (X3) on dependent variable, namely Performance (Y). The multiple linear regression equation as follows (Ghozali, 2012):

$$Y_1 = a + b_1x_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y: The dependent variable (performance),

A: Constants,

b1- b2-b3: beta coefficient,

X1, X2, X3: The independent variable (Leadership, Motivation and Career),

e: error term / disturbance variable

Model Test

1. The coefficient of determination (R²)

The coefficient of determination was essentially measure how far the ability of the model in explaining the variation in the dependent variable. The coefficient of determination value is between zero and one. R² values were small means the ability of the independent variables in explaining the dependent variable is very limited. The value that close to 1 means the independent variables provide almost all the information needed to predict the dependent variable. (Ghozali, 2012).

2. Goodness of Fit Model (F Statistical Test)

The F statistical test basically indicates whether all of the independent variables or free inclusion in the model has the effect together on the dependent variable. In this research whether the variables of leadership, motivation and career development simultaneously affect the performance of employees. If the regression model is good enough then the test can proceed to the next stage. The confidence level used in this study was 95% or 5% in significance level ($\alpha = 0.05$).

Hypothesis test (t test)

The t-test used to test the significance of the correlation between X and Y variables whether X1, X2, and X3 variables (leadership, motivation and career development) really affect with the Y variable (performance) independently or partial (Ghozali, 2012). Hypothesis used in this test are as follows:

- **Ho:** The independent variables (leadership, motivation and career) has no effect on dependent variable (performance).
- **Ha:** The independent variables (leadership, motivation and career) have an effect on dependent variable (performance).

Basis of a decision (Ghozali, 2012) is using a numeral of significance probability, as follows:

- If the probability value of significance > 0.05 , then Ho is accepted and Ha rejected.
- If the probability value of significance < 0.05 , then Ho is rejected and Ha accepted

RESULT AND DISCUSSION

Leadership Variable Description

Leadership is the ability of Bank Muamalat branch Semarang leader to influence a group or employees to achieve a vision or set of goals that decided by the company. Shows that the results of respondents response regarding with the indicators or questions to measure leadership variables, obtained by an average in the range of 4.01. Based of the results it can be shown that most of respondents responded agree, it means that the respondents or employees of Bank Muamalat branch Semarang will have a positive perception or a feedback about leadership as measured by the dimensions of the task and maintenance functions. Therefore, the leader of Bank Muamalat branch Semarang is perceived both by the employee that related with the duties as leader in terms of providing encouragement for employees.

Work Motivation Variable Description

Motivation is a skill in directing employees and organization in order to work successfully, so that the desire of the employee and organization goals can be achieved at once. Shows that the results of respondents response regarding with the indicators or questions to measure work motivation, the average response was obtained in the range of 3.96. From these results it can be seen that most of respondents responded agree, it means that the respondents or employees of Bank Muamalat branch Semarang will have a perception or a positive feedback about motivation as measured by the theory of needs according to Maslow, which consists of physical needs, safety needs, social needs, need for self-esteem and self-actualization needs. Therefore, it can be said that the motivation of Bank Muamalat branch Semarang is perceived both by the employee if all employees need can be fulfilled by the company.

Career Development Variable Description

Career development, one of the goals of working is to develop a career with increasing the promotion where it is also the demands of organization that employees want to develop their potential capacity, so that the desire of employees to work professionally accomplished. Shows that the results of respondents response regarding with the indicators or questions to measure career development variables, the average response was obtained in the range of 3.94. From these results it can be seen that most of respondents responded agree, it means that the respondents or employees of Bank Muamalat branch Semarang will have a perception or a positive feedback regarding by the career development. Therefore, it can be said that the career development of Bank Muamalat branch of Semarang is perceived both by the employee if the application can run the career development.

Employee Performance Variable Description

Performance is the result of the quality and quantity that achieved by Bank Muamalat branch Semarang employees in carrying out their duties in accordance with the responsibilities are given. The results of respondents response regarding with the indicators or questions to measure employee performance variables, the average response was obtained in the range of 4.06. From these results it can be seen that most of respondents responded agree, it means that the respondents or employees of Bank Muamalat branch Semarang will have a perception or a positive feedback regarding by the employee performance measured by indicators of the amount of work, quality of work, punctuality, presence and capabilities of collaboration.

From the results of this research is that both indicators of performance have the highest average response, which is equal to 4.06. These results indicate that the performance of the employee or the respondent may be determined by the ability of Bank Muamalat branch Semarang employees to complete the work in accordance with the target amount. The bigger job that can be completed, will be the better performance of the employee.

1. Validity Test

The test results of factor analysis for the variable of leadership is 0.760, work motivation is 0.657, career development is 0.516, and performance of 0.786. Therefore, the value of KMO (Keiser-Meyer-Olkin) is greater than 0.50 then the sample in this research is enough and deserves to be analyzed further.

2. Reliability Test

Reliability is a tool to measure a questionnaire which is an indicator of variables or constructs. A construct can be said to be reliable or competent if the value of Cronbach Alpha > 0.60. Reliability test results of this research can be seen in the table below.

Table 1
Reliability Test Results

Variable	Cronbach Alpha	Alpha	Description
Leadership	0,895	0,6	Reliable
Motivation	0,896	0,6	Reliable
career	0,920	0,6	Reliable
Performance	0,876	0,6	Reliable

Sources Primary Data Processed

Table 1 shows that each of the statements (indicator) variables of leadership, motivation, career development, and performance of employees had a Cronbach alpha values of 0.895, 0.896, 0.920, and 0.876. Because of the Cronbach alpha value is more than 0.6, it can be said that all indicators to measure the variables of leadership, motivation, career development and employee performance indicated reliable. So, the indicators can be reliable and use to be further analysis.

3. Results of Multiple Linear Regression Analysis

In testing the effect of leadership, motivation and career development on employee performance this study used statistical analysis that utilized multiple linear regression. Processing data using SPSS for windows obtained results in the table below, as follows:

Table 2
Regression Analysis

Results Analysis		t	Sig
Variable	Regression Coefficients		
Leadership	0,302	2.521	0.014
Motivation	0,378	3.339	0.001
Career	0,537	5.450	0.000
R	0,893		
R2	0,797		
Adj R2	0,788		
F Count	83.847		
Sig. F	0,000		

Sources Primary Data Processed

To calculate the variables influence of leadership, motivation and career development on employee performance can be regression equation as follows:

$$Y = 0,302 X_1 + 0,378X_2 + 0,537X_3$$

Based on these equations can be explained:

1. The regression coefficient leadership variable (X_1) = 0,302

Leadership variables tend to have the effect of trends in employee performance. The better leadership implemented, the better it will affect the performance of the employees. Also, the lower the leadership that is applied then the lower the performance of employees.

2. The regression coefficient motivation variable (X_2) = 0.378

Motivational variables tend to have the effect of trends in employee performance. The higher employee motivation, the better it will affect the performance of the employee. Also, the lower the motivation of employees in the work will result in low performance that achieved.

3. The regression coefficient career development variables (X_3) = 0.537

Career development variable tend to have the effect of trends in employee performance. The better implementation of employee career development, the better it will affect the performance of the employees. Also, the lower the application of career development will result in low performance that achieved.

4. The coefficient of determination

The coefficient of determination was essentially measure how far the ability of model to explain variations in the dependent variable. The coefficient of determination is between zero and one. Besides testing the coefficient, determination used to see the effect of leadership, motivation and career development on employee performance. The coefficient of determination adjusted R-square of 0.788. The results shows that leadership, motivation and career development jointly affect the performance of employees amounted to 78.8% and the remaining 21.2% of the employee's performance is influenced by other factors that not tested in this study.

5. F Test

F test is used to determine the effect of leadership, motivation and career development simultaneously on employee performance. From the results of processing data showed that obtained the value of F-count is 83 847 and a significance value is 0.000. Therefore, the significance value is less than 0.05, it can be concluded that leadership, motivation and career development simultaneously can be effect significant on performance of Bank Muamalat branch Semarang employee or this results indicate that the models used well.

6. Hypothesis Testing

Hypothesis testing using the t test, where the test was used to test the influence of each independent variable that are leadership, motivation and career development on employee performance.

1. Testing Hypothesis 1

Based on the results of the t test of leadership influence on employee performance values obtained amounted to 2.521 t-test with a significance value of 0.014. Therefore, the level of significance of 0.014 < 0.05, so that H_0 refused and H_1 accepted. Thus, it can be said that the leadership of partially indicate positive and significant on the performance of Bank Muamalat branch Semarang employees.

2. Testing Hypothesis 2

Based on t test results influence the work motivation on employee performance values obtained t count equal to 3,339 with significance value of 0.001. Therefore, the significance level of 0.001 is smaller than $\alpha = 0.05$, then H_0 is rejected and H_2 is accepted. Thus, it can be said that motivation is partially indicate positive and significant on the performance of Bank Muamalat branch Semarang employees.

3. Testing Hypothesis 3

Based on t test results influence career development on employee performance values obtained t count equal to 5,450 with significance value of 0.000. Therefore 0.000 significance level of $\alpha = 0.05$, then H_0 is rejected and H_3 accepted. Thus, it can be said that career development is partially indicate positive and significant on the performance of Bank Muamalat branch Semarang employees.

DISCUSSION

1. Effect of Leadership on Employee Performance

Based on the results of this study indicate that the leadership of Bank Muamalat branch Semarang that applied influence positively and significantly on employee performance. This study according and supporting the results of previous studies, Purwanto (2012), Naryanti (2010), Son (2012) and Ghoniyah (2011), proved that leadership can be affect positive and significant on employee performance. These results are also consistent with the theory that according: Leadership also affect the performance of employees in the company. From the results of respondents

response can be seen that the respondent or employees of Bank Muamalat branch Semarang will have a perception or a positive feedback on leadership as measured by the dimensions of the task and maintenance functions. Therefore, the leader of Bank Muamalat branch Semarang is perceived both by the employee and the related duties as leader in terms of providing encouragement for employees to be able to work better.

The results of this research has been done showing that leadership has positive influence on employee performance in Bank Muamalat branch Semarang that means the better leadership will be able to push employee performance.

2. Influence of Work Motivation on Employee Performance

The result showed that motivation and significant positive effect on employee performance Semarang branch of Bank Muamalat. The results are consistent and support the research of Murty (2012), Purwanto (2012), Naryanti (2010), Son (2012) and Fahmi (2009), that also states about motivation and significant can give positive effect for employee performance.

Motivation is an important variable, which is need motivation of great concern to the organization in improving employee performance. Motivation is a desire in someone who causes the person doing the action. Someone oftenly perform actions on a case to reach the goal. Motivation questioned how to encourage morale subordinates, so that they would work hard to provide all the capabilities and skills to achieve company goals. In this case, the stronger encouragement or motivation and morale will be higher performance.

From the results of respondents answers can be drawn that the respondent or employees of Bank Muamalat branch Semarang will have the perception or positive responses regarding the motivation as measured by the theory of needs according to Maslow, which consists of physical needs, safety needs, social needs, the needs of the spirit will be the higher performance. Therefore, it can be said that motivation of Bank Muamalat branch Semarang is perceived both by the employee if all employees needed can be fulfilled by the company. So it can be said that the more positive impulse or passion that arises, then the motivation of employees in the work will be higher.

3. Effect on Employee Performance Career Development

Based on the results of the analysis showed that the career can be affect positively and significantly to the performance of Bank Muamalat branch Semarang employees. The results are consist and support by the results of research conducted Maya (2015) and Bahrial (2013) that the career development can be influence positively and significantly to the employee performance.

Career is an important variable, which needs a career of great concern to the organization. Someone who fulfilled his career path will lead the action to achieve the goal. From the results of respondents response can be seen that the respondent or employees have a perception or a positive feedback regarding the career development. Therefore, it can be said that the development of a career in Bank Muamalat branch Semarang is perceived both by the employee if the career development can be fulfilled by the company that resulted in improved performance the employee.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research of Leadership Effects, motivation and career development on employee performance of Bank Muamalat branch Semarang can be concluded that all significant positive effect, as follows:

1. Leadership of positive and significant is effected on the performance of employees at Bank Muamalat branch Semarang.
2. Motivation of positive and significant is effected on the performance of employees at Bank Muamalat branch Semarang.
3. Career development of positive and significant is effected on the performance of employees at Bank Muamalat branch Semarang.

Suggestion

Based on the research that has been done, the suggestion that need to convey are as follows:

1. The higher the leadership that remarked with pattern, ability to stimulate and affect the commitment of the employees are able to improve their performance, so instead the lower leadership level of performance is also getting lower. Therefore, it is necessary to give exemplary and influence the employee commitment.
2. The higher the person's motivation to work, the higher the performance. Also, the lower the person's motivation to work the lower the performance level. Therefore, it is necessary to motivate a person to be more active in their work and of course the motivation remuneration should be provided.

3. The higher the application of personal efforts an employee to achieve a career by increasing knowledge, abilities, and skills they are accordance with the demands of the job they do the higher performance. The lower a person's career in achieving the low level performance is also. Therefore, companies need to implement of planning a good career

Research limitations

There are several limitations in this study that should be improved in future studies, these limitations are include:

1. This research only focused on employees of Bank Muamalat branch of Semarang, so the possibility of different results and conclusions when done to objects and different places.
2. The research was conducted using questionnaires, so that the conclusions are only based on data obtained at the time of dissemination of the questionnaires and at the time of the researchers conducting the study.

Research implications

Practical implications

The results of this study can be used to provide justification for employees of Bank Muamalat branch of Semarang in taking policy leadership, the implementation of motivation and career development in order to improve its performance.

Theoretical implications

By doing this research, the authors can explain about the condition of Bank Muamalat branch Semarang employees scientifically through research supported by theories that exist in the literature as well as the knowledge obtained by researchers.

Future research

1. For the future research should be done on a different research object, get the empirical data.
2. The selection of the indicators should be more varied and adapted according to the conditions that exist at the specified research object.

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