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Steering Committee

Dr. Drs. Emanuel Kristijadi, M.M.
Dr. Basuki Rachmat, S.E., M.M.

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FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 3rd International Conference on Business and Banking Innovations (ICOBBI) with the topic "*Unlocking New Marketing Strategies on ASEAN After Covid-19 Pandemic*". This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 3rd International Conference on Business and Banking Innovations was held on 6th – 7th March 2021 by virtual (online) meeting and organized by the Master Management Study Program of STIE PERBANAS Surabaya in Collaboration with three Higher Education Institutions in Indonesia and two Universities from Asia countries. Keynote speakers in this conference were: Prof. Jessa Frida T Festijo (Lyceum of the Philippines University), Prof. Krisda Tanchaisak, Ph.D (Ramkhamhaeng University Thailand) and Burhanudin, Ph.D (Head of Undergraduate Program In Management of STIE Perbanas Surabaya, Indonesia).

I would like to give high appreciation to the Rector of STIE Perbanas Surabaya for his support at this event. Acknowledgments and thank you to all the steering and organizing committees of the ICOBBI for the extra ordinary effort during the conference until this proceeding published. Thank you very much to all presenter and delegates from various Universities. Beside it, I would like to express our gratitude to the three universities, namely Universitas 17 Agustus Surabaya, STIE 66 Kendari, Institut Institut Bisnis dan Keuangan Nitro Makassar which has been the co-host of this event.

Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <https://pascasarjana.perbanas.ac.id>.

Chair of the Master Management Study Program
STIE Perbanas Surabaya

Prof. Dr. Tatik Suryani, M.M.



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The Effect of Critical Thinking And Spiritual Intelligent on Employee Performance With Career Development as Intervening Variables on Manufacture Industrie

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ABSTRACT

Critical thinking, spiritual intelligent and career development are some factors that affect employee performance. This study aims to determine how Critical Thinking, Spiritual Intelligent and Career Development affect Employee Performance in Manufacture Industrie. This research is a quantitative study using a questionnaire data collection method. Subjek in this reasecrh is manufactur industrie using 158 employees as a samples. Data was collected by distributing questionnaires filled out by employees then analyzed using SPSS and SEM software. This study will use two kinds of analysis techniques, namely (1) Confirmatory Factor Analysis on SEM which is used to confirm the mostdominant factors in one group of variables and (2) Regression Weight on SEM which is used to examine how muchthe relationship between variables. The results showed that the Career Development variable had the strongest relationship with Employee Performance, with CR a value of 4.249 with a P-value <5%. which means the higher career development, the higher the employee's performance. Based on these results, the company is expected to pay more attention to career development so that employees are more motivated to improve their performance.

Keywords: *Critical Thinking, Spiritual Intelligent, Career Development, Employee Performance*

1. INTRODUCTION

Human resource is the main factor which is very important in any organization whatever its form. Therefore, a leader is highly demanded for his role to understand organizational behavior. Robbins (2008) argues, understanding organizational behavior for a manager is very important. Human problems are constantly evolving based on situations and conditions. In addressing the problem of organizational behavior, there are three main dimensions that cannot be ignored. The three dimensions include the technical dimension, the conceptual dimension, and the human dimension. The discussion of the human dimension is very complicated, humans are the most important asset of an organization because of their role as the subject of implementing policies and organizational operational activities (Thoha, 2007).

Understanding the human dimension in the organizational aspect is the same as understanding its employees, employees are the workforce for an organization which is sometimes important as a valuable asset (Soedaryono, 2000). It is not uncommon for an organization to only perceive employees as a burden

that must always be pressed to reduce costs. However, that is an inaccurate view. Because employees are the only asset that cannot be duplicated and imitated byother humans, because in essence each person is a unique creature who will tend to waver if he is unable toadjust his desire to the existing reality, both the reality that is in and in. outside of himself. (Robbins, 2008)

Competition and increasingly high demands for professionalism create a lot of pressures that must be faced by employees in the work environment. Employees who are always busy with deadlines for completing tasks, demands for roles in the workplace that are increasingly diverse and sometimes conflicting with one another, family problems, excessive workloads, and many other challenges that reduce employee motivation to work, so that in terms of This company needs to take these factors into account to find ways to anticipate the decline in performanceexperienced by employees.

The manufacturing industry is inseparable from the various problems faced by workers. The reality in the field shows that workers who are directly related to component production often complain that they are

carrying out a work routine that is so tiring and full of pressure. Therefore, it is necessary to develop wisdom and mental Intelligent that views work assignments well and makes them part of worship.

Base on interviews with several employees conducted by researchers, there is a problem, namely the low critical thinking and spiritual intelligent of employees, seen from employees who only carry out their own duties and responsibilities according to their superiors' orders, do not have the desire to help colleagues who have excessive workloads. And do not contribute ideas for the development of the company. In addition, less structured in these companies make employees feel less loyal and do not think to improve performance.

This is in line with Krisnanda & Surya's research (2019) which states that spiritual intelligence is significantly related to employee performance, in the presence of employees who have high spiritual intelligence, the employee's performance is also high. In addition, Yuniarti & Suprianto (2020) revealed that employees who think critically can complete the given tasks.

Based on these facts, the researcher wants to know the effect of critical thinking and spiritual Intelligent on employee performance through career development, so the title of this study is "The Effect of Critical Thinking and Spiritual Intelligent on Employee Performance with Career Development as an Intervening Variable in the Manufacturing Industry"

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1 EMPLOYEE PERFORMANCE

Performance is the responsibility of an employee to the company in carrying out their duties which results in a better job (Primadani & Sumiati, 2019). Performance is the willingness of a person or group of people to carry out an activity and improve it according to their responsibilities with the expected results (Walyono et al., 2019).

2.2 Critical Thinking

Critical thinking is a mental process that is organized and plays a role in the process of making decisions to solve problems. Critical thinking includes analyzing and interpreting data in scientific discovery activities. Competence in critical thinking, making decisions, solving problems, and reasoning is needed to excel in the world of work (Mujanah, 2020).

2.3

Spiritual Intelligent

Zohar and Marshal (2001) define spiritual Intelligent as Intelligent to deal with and solve problems of meaning and value, namely Intelligent to place behavior and life in a wider and richer context of meaning, Intelligent to judge that one's actions or way of life are more meaningful than anyone else.

The spiritual Intelligent of employees in the company also encourages employee performance, according to research by Sufnawan (2006) and Reksohadiprojo (2004), where this Intelligent helps a person to develop himself completely through understanding positive values to face and solve problems and place more meaningful behaviors in human life. Spiritual Intelligent is a facility that helps a person to overcome problems in his environment at work. A well-developed spiritual Intelligent will be characterized by the ability of employees to be flexible and have a high level of awareness of what they are doing, as well as being a tool to keep thinking clearly when faced with pressure (Saida, 2013).

2.4 Career Development

Career development is the process of identifying the potential and career materials of employees and applying the right way to develop that potential. Individual careers involve a wide range of options from a variety of opportunities, but from an organizational career perspective it is a new task regeneration process (Mujanah, 2020).

2.5 Hypothesis

H1:	Critical thinking has a significant effect on career development
H2:	Critical thinking has a significant effect on employee performance
H3:	Spiritual Intelligent (SQ) has a significant impact on career development
H4:	Spiritual Intelligent (SQ) has a significant impact on employee performance
H5:	Career development has a significant effect on employee performance
H6:	Critical thinking has a significant effect on employee performance through career development
H7:	Spiritual Intelligent (SQ) has a significant effect on employee performance through career development

3. RESEARCH METHOD

This research is a quantitative study using a questionnaire data collection method. Subjek in this reasecrh is manufactur industrie using 158 employees as a samples. The data was collected by distributing questionnaires which were filled in by employees and then analyzed using SPSS and SEM software. This study will use two kinds of analysis techniques, namely (1) Confirmatory Factor Analysis on SEM which is used to confirm the most dominant factors in one group of variables and (2) Regression Weight on SEM which is used to examine how much the relationship between variables.

In this study, primary data were obtained directly from sources in the field, namely from the results of questionnaires distributed to employees which has been determined by the researcher, and the collection of data is taken from distributed questionnaires, after which the results of the questionnaire are processed with the AMOS 24.0 statistic program such as the validity test,

Reliability Test and Structural Equation Model (SEM) Analysis of the AMOS statistical software package is used in testing models and hypotheses. The structural equation model, Structural Equation Model (SEM) is a collection of statistical techniques that allows testing a series of relatively complex relationships simultaneously (Ferdinand, 2000). This study will use two kinds of analysis techniques, namely Confirmatory Factor Analysis in SEM which is used to confirm the most dominant factor in a group of variables. Regression weights in SEM are used to test how big the relationship between variables is.

4. DATA ANALYSIS AND DISCUSSION

4.1 Validity and Reliability

The validity of this study was measured using the Pearson product moment correlation. The result is that all statement items used to measure critical thinking, spiritual intelligent, employee performance and career development are valid (more than 0.361).

Reliability testing is carried out using the Cronbach's alpha technique, provided that the questionnaire is declared reliable if the measurement of a variable has a Cronbach's alpha value ≥ 0.60 . The results of the reliability test are Critical Thinking (0.950 > 0.60), Spiritual Intelligent (0.919 > 0.60), Employee performance (0.894 > 0.60) and Career Development (0.911 > 0.60). The conclusion is that all variables are declared reliable.

4.2 Hypothesis 1

The estimated coefficient of the influence of critical thinking on career development shows a significant effect with a CR value of 2.962 (greater than 1.96) and a significance level (p-value) of 0.003 (less than 5%). The resulting coefficient of influence is 0.294 (positive), meaning that the higher the critical thinking, the higher the career development. Thus, the first hypothesis which states that critical thinking affects employee career development is accepted (H 1 accepted).

Critical thinking has a significant effect on employee career development. The results of this study are in line with research by Alsa and Lestari (2012) which states that there is a very significant positive relationship between critical thinking and self-concept with attitudes towards career development.

4.3 Hypothesis 2

The estimated coefficient of the influence of critical thinking on employee performance also shows a significant effect with a CR value of 2.532 (greater than 1.96) and a significance level (p-value) of 0.011 (less than 5%). The resulting coefficient of influence is 0.223 (positive), meaning that the higher the critical thinking, the higher the employee's performance. Thus, the second hypothesis which states that critical thinking affects employee performance, is also acceptable (H 2 can be accepted).

4.4 Hypothesis 3

The estimated coefficient of the influence of spiritual Intelligent on career development also shows a significant effect on the CR value of 3.984 (greater than 1.96) and the significance level (p-value) of 0.000 (less than 5%). The resulting effect is a coefficient of 0.434 (positive), meaning that the higher the spiritual Intelligent, the higher the career development. Thus, the third hypothesis which states that spiritual Intelligent has an effect on employee career development is also acceptable (H 3 accepted).

Spiritual Intelligent has a significant effect on employee career development. The results of this study are in line with Muklasin's (2013) research which shows that there is an increase in the career development of employees who have high spiritual Intelligent.

4.5 Hypothesis 4

The estimation result of the coefficient of influence of spiritual Intelligent on employee performance also shows a significant effect with a CR value of 3.606 (greater than 1.96) and a significance



level (p-value) of 0.000 (less than 5%). The resulting coefficient of influence is 0.355 (positive), meaning that the higher the spiritual Intelligent, the higher the employee's performance. Thus, the fourth hypothesis which states that spiritual Intelligent affects employee performance is also acceptable (H 4 accepted).

Spiritual Intelligent has a significant effect on employee performance. The results of this study are in line with the research of Sholiha, Sunaryo and Priyono (2017) which states that spiritual Intelligent which has indicators of self-recognition, self-control, motivation, empathy and social skills have an effect on employee performance.

4.6 Hypothesis 5

The estimated coefficient of the influence of career development on employee performance also shows a significant effect with a CR value of 4.249 (greater than 1.96) and a significance level (p-value) of 0.000 (less than 5%). The resulting coefficient of influence is 0.444 (positive), meaning that the more career development, the higher the employee's performance. So, the fifth hypothesis states that career development affects employee performance, also acceptable (H 5 accepted).

Career development has a significant effect on employee performance. The results of this study are consistent with Permatasari's (2006) study which states that career planning and career management will provide benefits for individuals and organizations. Through career development programs, the company will improve employee performance and productivity, reduce labor turnover, and increase promotion opportunities for employees.

4.7 Hypothesis 6

The results of the calculation show that critical thinking has an indirect effect on employee performance through career development of 0.193. So, the sixth hypothesis states that Critical thinking has a significant effect on employee performance through career development, also acceptable (H 6 accepted).

4.8 Hypothesis 7

The calculation results show that spiritual intelligence has an indirect effect on employee performance through career development of 0.130. So, the seventh hypothesis states that Spiritual Intelligent (SQ) has a significant effect on employee performance through career development also acceptable (H 7 accepted).

5. CONCLUSION

Based on the problems that have been formulated, from the results of the analysis and hypothesis testing that have been carried out in the previous chapter, conclusions can be drawn from the research as follows:

1. The results showed that the critical thinking variable (X1) had a significant effect on career development (Z). That is, career development (Z) will be influenced by critical thinking (X1).
2. The results showed that the critical thinking variable (X1) had a significant effect on employee performance (Y). This means that employee performance (Y) will be affected based on critical thinking (X1).
3. The results showed that the spiritual Intelligent variable (X2) had a significant effect on career development (Z). This means that career development (Z) will be influenced by spiritual Intelligent (X2).
4. The results showed that the spiritual Intelligent variable (X2) had a significant effect on employee performance (Y). This means that employee performance (Y) would be influenced by spiritual Intelligent (X2).
5. The results showed that the career development variable (Z) had a significant effect on employee performance (Y). This means that employee performance (Y) will be influenced by career development (Z).
6. The results showed that Critical thinking (X1) has a significant effect on employee performance through career development (Z).
7. The results showed that Spiritual Intelligent (SQ) (X2) has a significant effect on employee performance through career development (Z).

6. IMPLICATIONS

Companies that want to improve the performance of employees, need to improve spiritual intelligence and critical thinking as a significant factor in improving performance.

In addition to increasing the spiritual intelligent and critical thinking are direct employees, the company can also increase performance with a structured career development. From the start, the company was encouraged to make career planning for each employee.

7. SUGGESTIONS

Based on the conclusions and descriptive variables in this study, the researcher recommends the following:

1. Management is expected to pay more attention to career development so that employees are more motivated to improve their performance.
2. Management should improve employees' critical thinking and spiritual Intelligent through appropriate training.
3. In further research, it is suggested to add other variables so that research on employee performance is complete in scope.

8. LIMITATIONS

This study only focuses on the manufacturing company field. The design of service providers also needs to be considered. Employees at service companies are required to always have good performance because what they sell are services. In addition, this study only uses 3 variables, namely critical thinking, spiritual intelligence, and carer development to improve employee performance.

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