

# Did Servant, Digital and Green Leadership Influence Market Performance? Evidence from Indonesian Pharmaceutical Industry

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## ABSTRACT

The purpose of this study was to analyze the influence of Servant leadership, Digital leadership and Green Leadership toward Market Performance in the Indonesian Pharmaceutical Industry. This research method is a quantitative method with data processing tools using the SmartPLS version 3.0 program. The research data were obtained from an online electronic questionnaire distributed online using a snowball sampling system. The respondents of this study were 180 sales managers in pharmaceutical companies. The results of data analysis show that Servant leadership, Digital leadership and Green Leadership significantly influence Market Performance in the Indonesian Pharmaceutical Industry. The novelty of this study is the first leadership research model with servant, digital and green variables on market performance in the pharmaceutical industry.

**Keywords:** Servant Leadership, Digital Leadership, Green Leadership, Performance, Pharmaceutical Industry

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## INTRODUCTION

The Industrial 4.0 era deals with various concepts including increased mechanization and automation, digitization, networking and miniaturization depending on the integration of dynamic value creation networks with respect to the integration of basic physical systems and software systems with other branches and sectors of the economy, as well as, by type of industry and other industries. According to Asbari (2020) the concept of Industry 4.0, research and innovation, reference architecture, standardization and network system security are the basis for implementing Industry 4.0 infrastructure. To get the most from Industry 4.0 technology, organizations must invest heavily in building capabilities in the following dimensions: data and connectivity, analytics and intelligence, conversion to the physical world, and human-machine interactions. According to Purwanto (2019) the human dimension in the industrial revolution 4.0 prioritizes by analyzing behavioral leadership theories that focus on the study of the specific behavior of a leader (leader behavior is a predictor of leadership influence and is the best determinant of leadership success.). Digital technology has changed everything that is not only happening in the field of Information Technology, but also leadership styles and ways of managing organizations. According to Purwanto (2019) rapid technological development has changed the traditional leadership style to digital leadership. According to Astuti (2018) a digital leader has the ability to inspire his employees to innovate and defend these ideas. Keenness in applying digital leadership benchmarks indicates a fast, cross-hierarchical, cooperative, and team-oriented approach

that often integrates innovation. Above all, personal competence, mindset and application of new methods are of utmost importance.

The pharmaceutical industry is one of the economic sectors that is able to record positive growth even though in general the Indonesian economy experiences a contraction in the second quarter of 2020. According Asbari (2020) positive growth is also reflected in the performance of several pharmaceutical companies that were able to record an increase in profit in the first semester of 2020. As is known, in the second quarter of 2020 Indonesia's economic growth contracted or grew negatively by 5.32% on an annual basis or year on year (yoy). Overall, during the first semester of 2020, economic growth contracted by 1.62% when compared to the same period last year. With the entry of the industrial era 4.0, the industrial sector must begin to take advantage of online buying and selling platforms (e-commerce) in order to boost sales. According to Purwanto (2019) referring to data from the Central Statistics Agency (BPS), in the first quarter of 2020, the performance of the chemical, pharmaceutical and traditional medicine industries (including the cosmetics sector) experienced a brilliant growth of 5.59%. In fact, in the midst of the pressure from the impact of the Covid-19 pandemic, this manufacturing group was able to make a significant contribution to foreign exchange through the achievement of its export value which exceeded US \$ 317 million or Rp.4.44 trillion (exchange rate of Rp.14,000 / US \$) in the first semester of 2020 or up 15.2% over the same period the previous year. The pharmaceutical industry has to use a lot of local raw materials. This is because Indonesia has a comparative advantage

compared to other producing countries for herbal and cosmetic products such as China, Malaysia and Thailand. According to [Sopa \(2020\)](#) the corona virus pandemic or Covid-19, which has suppressed many economic activities, has had a positive impact on a number of companies. One of the industrial sectors that has benefited greatly is the pharmaceutical industry sector, which sells drugs. From the company's financial statements quoted from the Indonesia Stock Exchange, it can be seen that during that period sales from the herbal and supplement segments supported the company's revenue by 68.45 percent, followed by the food and beverage segment by 27.06 percent and the pharmaceutical segment which only contributed 4.49 percent of total turnover. the manufacturing industry sector which still recorded positive performance, namely the chemical, pharmaceutical and traditional medicine industries which grew by 8.65 percent. This achievement increased compared to the first quarter of 2020 which grew 5.59 percent, where the accelerated growth of the chemical, pharmaceutical and traditional medicine industry sectors was supported due to the increase in demand for medicines or supplements in an effort to deal with the Covid-19 outbreak.

According to [Asbari \(2020\)](#) the traditional leadership approach is no longer considered effective for managing and leading a business to achieve organizational goals. There is a need to go beyond traditional leadership and adopt a new leadership style. According to [Purwanto \(2019\)](#) leadership means the interaction between the leader and his followers where the leader guides and supervises his followers to do the work. So, leadership means influencing people to work towards the goals of the organization, group, or maybe the personal goals of the leader. With developments and innovations in information and communication technology (ICT), such as the development of e-commerce and the internet, a new leadership style has emerged called e-leadership. To deal with current conditions, leaders must think and act faster than the changes that occur. According to [Purwanto \(2019\)](#) there have been many companies that have not transformed both in strategy and operations out of the business world. One of the keys to dealing with this condition is the expertise and agility of the leader, which is an absolute necessity and condition to enable the leader to be able to run and maintain the business that is currently being run so that it does not experience a decline or even bankruptcy. In the era of digital disruption, it is no longer the fast who beats the slow, but the fast to beat the less fast, and not only that not only the fast but the instant one is the winner in today's business world. Digital Leadership refers to leadership in a new era, an era marked by rapid technological developments, a global economy where businesses are constantly moving across borders wherever they can make a profit. Leadership is needed to correct many of the problems created by the era of digital disruption.

According to [Asbari \(2020\)](#) the character that must be possessed by a pharmaceutical company leader in the industrial era 4.0 is to have a humble mental model but remain strong in demanding maximum work results and be able to convey and explain the vision and goals to be achieved. Credible activist, a leader of a pharmaceutical company who is able to work seriously in a controlled field and is oriented towards maximum contribution, not wanting to be smart by yourself but focusing on team learning, which means that all members in the team will

become quality human resources or superior because they have a strong motivation to continue learning and apply what has been learned to become a winner, can master and utilize the management system within the company in order to advance the company in achieving its vision, mission, values, organizational strategy towards an effective, productive and effective organization. profitable, the character possessed by a leader to face the current era of digital disruption. According to [Purwanto \(2019\)](#) leaders are also required to focus on the strategies that will be used to advance pharmaceutical companies. The purpose of this study was to analyze the effect of Servant leadership, Digital leadership and Green Leadership toward Market Performance in the Indonesian Pharmaceutical Industry and to evaluate whether Servant leadership affects market performance, whether Digital Leadership affects market performance and whether Green Leadership has an effect on Market Performance.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### Servant Leadership Style

Servant-leadership is a model of leadership approach by positioning oneself as a person by prioritizing others rather than oneself. The servant leadership model provides an opportunity for individuals in an organization to be able to actualize their potential core competences. According to [Asbari \(2020\)](#) important characteristics of a servant leader are described as follows: 1) Listening: In servant leadership, a manager must have communication skills to make decisions. A servant leader has the motivation to listen intently to his fruit and support them in identifying decisions. 2) Empathy: A servant leader seeks to understand and empathize with others. A worker can be treated not only as an employee, but also as a person who needs respect and appreciation for their personal development. 3) Healing: A great strength of servant leaders is the ability to heal others and oneself. A servant leader tries to help people solve their problems and conflicts that occur, because he wants to develop each individual's skills. This leads to the formation of a corporate business culture, in which the work environment will portray an atmosphere that is pleasant, dynamic and there is no fear of failure. 4) Persuasion: A servant leader does not take advantage of the power of his status by forcing his men to obey; but rather try to convince them to do something 5) Conceptualization: A servant leader thinks far beyond everyday reality. That means he has the ability to see beyond the boundaries of the operating business and also focus on the long-term goals of the company. A leader develops a personal vision which only he can develop by thinking about it. It will produce specific goals and implementation strategies that need to be implemented.

According to [Purwanto \(2019\)](#) servant Leadership Affects Employee Performance A leader is someone whose actions and behavior are examples for followers. According to [Asbari \(2020\)](#) the decisions made by the leader will be followed by the employees. Besides being smart and wise, a leader who is needed is a leader who is able to serve employees. Leaders' relationships with employees that are built with serving behavior will foster emotional closeness. This encourages employees to improve performance. The existence of employee empowerment encourages employees to feel that their contribution has meaning, that they are competent and

that they have a choice in what they do. Empowerment helps employees to increase control over their performance and better cope with stress. According to [Sopa \(2020\)](#) empowerment also tends to add to employees' personal initiative because they will be able to identify and assume a psychological sense of ownership of their jobs. Servant leadership can be shown from love (affection) and humility (humility). Every employee who gets love and care from the leader, his subordinates will be committed to carrying out their duties properly and on time. In addition, a humble leader is not a leader who denounces the shortcomings of his subordinates, but a leader who does not see himself as the one who is always right and others in the wrong position. When subordinates make mistakes, do not reprimand in ways that are offensive, but in a polite and humane way, so as to encourage job satisfaction and improve employee performance.

#### Digital Leadership Style

According to [Asbari \(2020\)](#) the use of information technology by organizations or companies in general aims to facilitate the implementation of business processes and increase competitive ability. Through information technology, company business processes can be implemented more easily, quickly, efficiently and effectively. According to [Yunarsih, \(2020\)](#) the use of information technology can also increase a company's competitive ability because the quality of service to customers can be implemented more quickly, on line, in real time, and not limited by time and space. Therefore, through information technology, the implementation of manager's duties as the leader of an organization or company can be carried out more effectively. In fact, several software packages have been developed to solve the problems faced by managers. According to [Purwanto \(2019\)](#) through the application of appropriate information technology, a manager can apply the concepts and ways of working of e-leadership. According to [Astuti \(2018\)](#) there are currently many organizations or companies that are still led by managers who are not yet aware of and unable to take advantage of the advantages of the concept and method of information technology which is known as e-leadership to increase the effectiveness of the implementation of their leadership tasks. Leadership is not limited to a job or position, but describes the ability to bring people, resources and tools together to solve problems and achieve results. Virtual leaders are leaders who direct people remotely to do work to achieve organizational goals. According to [Asbari \(2020\)](#) new technology to improve their work, to find new business models, to communicate with their followers. Traditional face-to-face interactions have been replaced by electronic media. E-leadership is mainly found in e-business: business conducted through electronic media, especially through the internet. E-leadership is also called remote leadership and it is replacing traditional leadership due to advances in technology.

An in-depth study of e-leadership shows that there are five different principles from traditional leadership that have an impact on the need for specific skills or abilities. First is the type of communication. According to [Purwanto \(2019\)](#) in traditional leadership face-to-face communication occurs between the leader and his followers but in the case of e-leadership communication, communication occurs via electronic media such as the internet, between the leader and his followers. Such

communication media can be relatively 'traditional' such as email, it can also be using the WhatsApp (WA) and LINE applications, and even direct messages in the Instagram application. Therefore, virtual leaders must have good communication skills. E-leadership requires the use of electronic media to communicate with followers. Email is mostly used by virtual leaders so they must have written communication skills to complete the work of their followers according to their directions. The virtual leader must also have social networking skills. Social sites such as Facebook, Twitter, Instagram, LINE, etc. can also be used by leaders to lead their followers so they must have the skills to use these sites effectively to achieve their organizational goals. The second difference is in terms of members. According to [Fayzhal \(2020\)](#), in the case of traditional leadership leaders and their followers are the main members but in the case of e-leadership leaders are called virtual leaders and followers are called virtual followers. Because of their virtual nature, the emotional and psychological responses between followers and leaders are difficult to capture. Virtual leaders need to be sensitive to the mindset of followers. Here it is also important to understand that followers come from different social and economic backgrounds so that virtual leaders must be able to understand the mindset and values of followers. The third difference is the quality aspect. The qualities of both are the same but members in e-leadership must have knowledge of new and modern information and communication technology (ICT), something that is not required in the case of traditional leadership.

#### Green Leadership Style

[Walhi \(2014\)](#) explains that the main actor causing environmental destruction is the company, where 82.5% of pollution in 2013 was caused by companies. Thus, as the number of businesses increases, there will be a tendency for environmental pollution to increase, if there is no effort to minimize it. Therefore, to overcome this problem, it takes the right leadership style. Leaders must be able to determine how companies can become more socially responsible, ecologically sustainable and economically competitive. Companies must respond to current environmental issues. According to [Asbari \(2020\)](#) the leadership style will determine the company's response to its environment. The leadership style shows a different attitude of environmental concern. According to [Supriyadi \(2020\)](#) stated that transformational leadership styles are more influential in responding to environmental issues than transactional leadership styles. According to [Bernarto \(2020\)](#) transactional leaders, their motivation is to meet legal requirements and expect economic benefits to be obtained focus too much on savings, shareholder value maximization and when implementing environmental responsibility activities, consider the inputs and outputs that can be obtained too much. Transformational leadership style focuses on the needs of all stakeholders, and also how legitimacy can be created. In addition, companies need to respond to environmental issues that occur today because the company's response to the environment will also affect financial performance. A company that cares about the environment is triggered by the owner's attitude in responding to environmental issues. Personal value to the environment is usually called a belief system. According to [Asbari \(2020\)](#) pro-environmental transformational leadership is defined as "a manifestation of transformational leadership, in

which the content of leadership behavior is focused on encouraging environmental initiatives". According to Slamet (2020) transformational leader who has green values, then he will have an influence on the green behavior of his subordinates, where he will motivate subordinates to overcome obstacles by paying more attention to things that are beneficial to the organizational environment, thinking about sustainable organizational development, and solving problems. environment in more innovative ways. In addition, it also increases the subordinates' concerns about environmental issues by building good relationships with them and then increasing the green values of their subordinates.

#### Market Performance

According to Purwanto (2019) marketing performance is a consequence of all total marketing activities carried out by the organization and also as reciprocal employee performance for the organization from a series of marketing management. According to Yunarsih, (2020) reciprocity of employees to the organization is very important, where employees are people who are at the forefront of an organization who are able to produce information for the organization. This has a strong effect on the organization, which is able to change managerial attitudes and behavior for the better (Miller, 1994). According to Asbari (2020) many organizations are constantly trying to be able to suppress input and maximize output. According to Fayzhall (2020) the role of top managers in this case is how top managers can change and improve the performance of employees and this is very important to do in every organization. The performance of every organization is always changing. The success of a marketing campaign is seen from the expectations made by top managers compared to the results achieved (Bonoma, 1989). Marketing Performance Dimensions. According to Asbari (2020) efficiency is also known as productivity which is the result of the comparison between output and input. Efficiency emphasizes the importance of managers to focus on the use of resources, which in other words

minimizing the use of resources and increasing performance will be better. According to Supriyadi (2020) effectiveness, the perspective of effectiveness is more to the achievement of organizational goals to achieve targets. Organizational adaptability. Adaptability is the ability of an organization in implementing new programs to adapt to the external environment of the organization.

Based on the study of existing theories and previous research, the following hypotheses were developed:

Hypothesis 1 (H1) Servant leadership style influence market performance

Hypothesis 2 (H2) Digital leadership style influence market performance

Hypothesis 3 (H3) Green leadership Style influence market Performance

#### METHODS

The method used in this research is quantitative method. Data collection by distributing questionnaires to 180 pharmaceutical industry sales managers. The electronic questionnaire was distributed online using the snowball sampling technique. Each closed question / statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral / doubtful (N) score 3, disagree (TS) score 2, and strongly disagree. agree (STS) score 1. The method for processing and analyzing data is by using PLS and using SmartPLS version 3.0 software. Hypothesis testing in this study uses the Partial Least Square (PLS) method. PLS is an alternative method of analysis with variance-based Structural Equation Modeling (SEM). The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples. The results of the frequency descriptive data processing for the characteristics of the respondents provide an overview of the respondents who are sampled and answer the questionnaire. The characteristics of the respondents are presented in table 1. The following:

**Table 1.** Respondent Descriptive Information

Criteria		Total
Age	< 30 Years	74
	30 - 40 Years	60
	> 40 Years	46
Working Periode	< 5 Years	88
	5-10 Years	58
	> 10 Years	34
Gender	Male	95
	Female	85



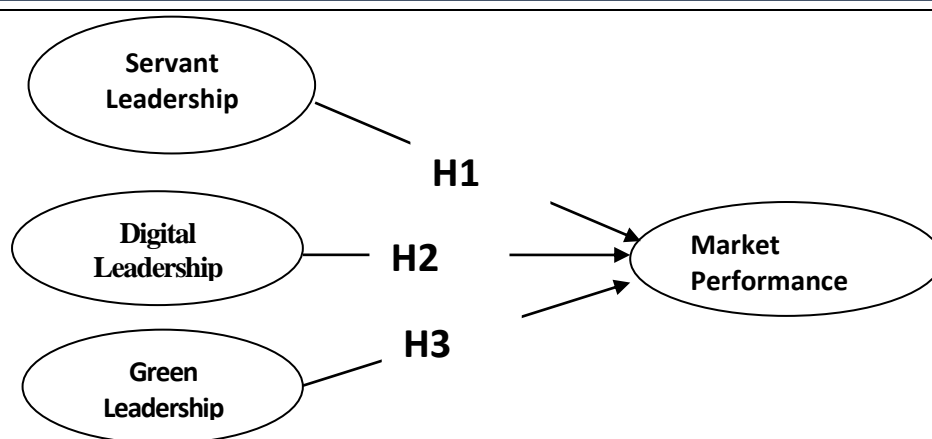


Figure 1. Research Model

Hypothesis 1 (H1): There is a positive and significant

effect of Servant Leadership on Market Performance

Hypothesis 2 (H2): There is a positive and significant

effect of Digital Leadership on Market Performance

Hypothesis 3 (H3): There is a positive and significant

effect of Green Leadership on Market Performance

## RESULT AND DISCUSSION

### Convergent Validity Test

Convergent validity is the extent to which a measure is positively correlated with alternative measures of the same construct. To evaluate the convergent validity of the reflective constructs, we consider the outer loadings of the indicator and the average variance extracted (AVE). A high outer loading in the construct indicates that the related indicators have many similarities, which are captured by the construct. At a minimum, the outer loadings of all indicators must be statistically significant. The general rule is that the standard outer loadings must be 0.7 or higher. Consideration removes outer loadings. Rather than automatically removing the indicator when

the outer loadings are below 0.70, researchers should carefully examine the effect of item deletion on composite reliability, as well as on the validity of the construct content. In general, indicators with outer loadings between 0.40 and 0.70 should be considered for removal from the scale only when removing the indicator leads to an increase in composite reliability (or average variance extracted) above the recommended threshold value. Another consideration in the decision whether to remove indicators is the extent to which their removal affects the validity of the content. Indicators with weaker outer loadings are sometimes maintained based on their contribution to content validity. Indicators with very low outer loadings (below 0.40) should, however, always be omitted from the construct (Hair *et al.*, 2011). For AVE values, AVE 0.50> or higher indicates that, on average, the construct explains more than half the variance of its indicator. In contrast, an AVE of less than 0.50 indicates that, on average, more variants remain in the item error than in the variance described by the construct.

Table 2. Indicator Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Servant Leadership (S)	S1	0.753	0.824	0.755	0.874
	S2	0.657			
	S3	0.865			
Digital Leadership (D)	D1	0.842	0.786	0.874	0.764
	D2	0.612			
	D3	0.709			
Green Leadership (G)	G1	0.813	0.821	0.913	0.824
	G2	0.701			
	G3	0.607			
Market Performance (P)	P1	0.609	0.714	0.873	0.642
	P2	0.703			
	P3	0.645			

### Discriminant Validity Test

Discriminant validity is the extent to which a construct is completely different from another by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena that are not represented by other constructs in the model. Traditionally, researchers have relied on

two measures of discriminant validity. Cross-loadings are usually the first approach to assessing the discriminant validity of indicators. In particular, the outer loadings of the indicator on the associated construct must be greater than any cross-loadings (i.e., the correlation) of the other constructs.

**Table 3.** Discriminant Validity

Variables	S	D	G	M
Servant Leadership	0.911			
Digital Leadership	0.783	0.892		
Green Leadership	0.642	0.713	0.903	
Market Performance	0.521	0.641	0.621	0.954

The results of the discriminant validity test in table 3 above can conclude that the model meets the discriminant validity show by all constructs that have AVE square root values above the correlation value with other latent constructs. The Fornell-Larcker criterion is a second approach to assessing discriminant validity. It compares the square root of the AVE value with the latent variable correlation. In particular, the square root

of each AVE construct must be greater than the highest correlation with the other constructs. An alternative approach to evaluating the Fornell-Larcker criterion results is to determine whether the AVE is greater than the squared correlation with other constructs. The logic of the Fornell-Larcker method is based on the idea that constructs share more variance with related indicators than with other constructs.

**Tabel 4.** Collinearity Statistics (VIF)

Variables	Market Performance (P)
Servant Leadership	1.023
Digital Leadership	1.984
Green Leadership	1.034

Based on the test results in Table 4, all VIF scores for all variables are less than 5, meaning that this model does not have a collinearity problem. Hypothesis testing in PLS includes the direct effect significance test. The effect test is carried out using the t-statistical test in the partial least

squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value were obtained as shown in the Table below:

**Table 5.** R Square Value

	R Square	R Square Adjusted
Market Performance	0.873	0.681

According to Table 4 above, the R Square markets' performance (TP) value of 0.873 which means that the market performance variable (TP) can be explained by pedagogic, competence and motivation variable by 87.3 %, while other variables explain the remaining 12.7% (not discussed in this research). While Table 5 displays the effect between the research variables that have been mentioned are showed the T Statistics and P-Values .

#### Hypothesis Test

Internal consistency reliability: composite reliability should be higher than 0.70 (in exploratory research, 0.60 to 0.70 is considered acceptable). Consider Cronbach's alpha as the lower bound and composite reliability as the

upper limit of internal consistency reliability. Indicator reliability: the outer loadings of the indicator must be higher than 0.70. Indicators with outer loadings between 0.40 and 0.70 should be considered for removal only if deletion causes an increase in composite reliability and AVE above the threshold value of 0.5. The t-statistic test in the partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software perform using the direct effect test. The table below obtain the bootstrapping technique, R Square values, and significance test values:

Table 6 shows t-statistics and p-values that show the influence between variable variables

**Table 6.** Hypotheses Testing

Hypothes es	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	S->P	0.641	0.013	2.234	0.002	<i>Supported</i>
H2	D->P	0.578	0.135	5.324	0.000	<i>Supported</i>
H3	G->P	0.698	0.109	4.267	0.001	<i>Supported</i>

Based on the statistical calculations summarized in Table 6 above, it is concluded that all variables servant leadership, digital leadership and green leadership are positive and significant. Evidenced by the t-statistics value is greater than 1.96 and the p-value is smaller than 0.05. meaning that all hypotheses are accepted.

## DISCUSSION

### The influence of servant leadership on Market Performance

Based on statistical calculations with PLS in Table 6 above, it can be concluded that the variable servant leadership positively and significantly affects the Market Performance variable. This is evidenced by the t-statistics value of 2.234 greater than 1.96 and the p-value of 0.002 less than 0.05. That is, the hypothesis is accepted. These findings are in line with and in accordance with the results of previous studies (Asbari, 2019; Basuki, et al., 2020; Goestjahjanti, et al., 2020; Suheny et al, 2020; Slamet et al, 2020; Ismaya et al, 2020; Purwanto, 2020) which states that servant leadership has a positive and significant effect on market performance, meaning that servant leadership will encourage an increase in market performance.

### The influence of digital leadership on Market Performance

Based on statistical calculations using PLS in Table 6 above, it can be concluded that the digital leadership variable positively and significantly affects the market performance variable. This is evidenced by the t-statistics value of 5.324 which is greater than 1.96 and the p-value of 0.002 which is smaller than 0.05. That is, the hypothesis is accepted. These findings are in line with and in accordance with the results of previous studies (Basuki, et al., 2020; Goestjahjanti, et al., 2020; Suheny et al, 2020; Slamet et al, 2020; Ismaya et al, 2020; Asbari, 2019; Purwanto et al., 2020; Bernarto, et al., 2020) which states that digital leadership has a positive and significant effect on market performance, meaning that digital leadership will encourage an increase in market performance.

### The influence of green leadership on Market Performance

Based on statistical calculations using PLS in Table 6 above, it can be concluded that the green leadership variable positively and significantly affects the market performance variable. This is evidenced by the t-statistics value of 4.267 which is greater than 1.96 and the p-value of 0.002 is smaller than 0.05. That is, the hypothesis is accepted. These findings are in line with and in accordance with the results of previous studies (Asbari, 2019; Basuki, et al., 2020; Goestjahjanti, et al., 2020; Suheny et al, 2020; Slamet et al, 2020; Ismaya et al, 2020; Purwanto et al., 2020; Wijayanti, et al., 2020) which state that green leadership has a positive and significant effect on market performance, meaning that green leadership will encourage increased market performance.

## DISCUSSION

One of the leadership styles, namely Servant-leadership which is applied in pharmaceutical industry is the servant leadership style. According to Asbari (2020) servant leadership style is very suitable to be applied in pharmaceutical industry that prioritize service and love. Leaders position themselves as friends to staff and employees, so that there are no thick boundaries between leaders and employees. According to Astuti (2018)

servant Leader positions himself as someone who is a "servant" to his workers in a business organization with the aim of empowering all the abilities of the workers and the goals and ideals of their work. By applying the servant-leadership model, pharmaceutical industry will be able to run healthier, where the servant culture that has been embedded in each person will be able to improve various skills both in work and good leadership traits. According to Asbari (2020) good leader is expected by many people. According to Purwanto (2019) everyone will expect that the leader is a good leader and can protect anyone who is under his leadership. The concept of servant leadership is leadership that encourages someone to serve others, while remaining focused on efforts to achieve what are the main goals (vision and mission) of the pharmaceutical industry itself. According to Astuti (2018) this kind of leadership model is very efficient and effective because in addition to having a useful concept to be applied in his business, he has a strong principle of serving people, both serving employees and also to the surrounding community as the first and first priority. Robert Greenleaf formulated that basically, first of all a person naturally wants to serve, then there is an awareness to lead. Thus, unlike leadership with a top-down hierarchical style approach, servant leadership emphasizes collaboration, trust, empathy, and the ethical use of power. The main emphasis is on developing people as more human individuals rather than on the power and position of oneself. So, the main goal is to grow the members of the organization and develop teamwork and involvement of all members. Servant leadership can also be shown from trust (trust). In an organization, the benefits of trust include the creation of a climate of information sharing and collaboration. According to Asbari (2020) when an employee believes that the ideas and information he conveys will be appreciated, his initiative and creativity will grow. According to Bernarto (2020) leaders who trust their followers will not hesitate to delegate tasks and authority to them. A high level of trust is also positively correlated with personal involvement, commitment, and success in pharmaceutical industry, so that cooperation between employees can be created. Servant leadership can also be demonstrated from vision. Vision is a power or strength to make a change that encourages a process of creativity of the people in the pharmaceutical industry. According to Suryaman (2020) there are two aspects regarding the vision, namely the visionary role and implementation role. According to Purwanto (2019) leaders are not only able to build or create a vision for an organization, but also have the ability to apply the vision to a sequence needed to achieve that vision. A leader must have a clear vision and mission to be able to lead an organization to achieve its stated goals effectively and efficiently. According to Yunarsih (2020) positive thoughts and positive words are integral parts of thinking and acting as a leader in realizing the company's vision and mission. Servant leadership has an effect on improving employee performance so that employees take effective actions for the pharmaceutical industry. Thus, implementing servant leadership can improve employee performance.

Virtual leaders must communicate with people through electronic media effectively. Whereas without face-to-face communication, it is very difficult to trust someone. So, building trust with followers in virtual communication is a big challenge for leaders because face-to-face

communication does not occur between them. According to Yunarsi (2020) very difficult for a leader to inspire people, motivate and inspire them to do a good job in virtual situations because he or she cannot see their reactions and expressions about his direction and guidance. Even if virtual communication can be carried out effectively, virtual leaders still have a great deal of effort to direct and guide people remotely. This creates a huge challenge for leaders to create a collaborative virtual culture. It is a culture that helps him to be heard by all followers so that they can coordinate with him to achieve common goals. According to Ismaya (2020) build a social climate through ICTs so that followers coordinate with each other and work in a more socially responsible manner keeping in mind the others. According to Sutia (2020) virtual leaders certainly have the ability to use ICT well. He or she must have the latest knowledge of ICTs to guide people through electronic media as this is the foundation of e-leadership. Then he has the ability to convince others about the benefits of the new technology, because he must be able to convince others that communication via electronic media provides various benefits such as helping to remove the barriers of time and distance. In addition, he must be innovative enough to use new technology in his leadership to reap the benefits of modern technology. According to Suryaman (2020) the fourth difference is the need for space. In traditional leadership, a certain office or place is required to do the work by the leader and his followers. But in e-leadership, offices in certain locations are not needed, they can communicate with each other even from one place to another, from one country to another.

According to Asbari (2020) e-leaders must also have knowledge of how to think and work across time boundaries, spatial boundaries, and cultural barriers where direct supervision and interaction is not possible. With information and communication technology, leaders can communicate with not only hundreds but thousands of people at the same time at the touch of a button. Virtual leaders need to have a global and multicultural mindset. According to Sutia (2020) virtual leaders operate from a distance, they can guide people from an organization working outside the boundaries of cities, provinces, even countries, involving employees from different cultures, in this case it is important for virtual leaders to have a mindset and attitude to guide them properly. Virtual leaders should have the ability to effectively monitor and manage virtual jobs. It must have the qualities to effectively monitor and manage virtual jobs to find out whether they are functioning properly or not, whether electronic communication is working or not, whether followers understand the direction or not. At the individual level, digital leadership can be performed by the Chief Information Officer (CIO) or another individual who is responsible for overseeing digital assets, including e-mails and electronic documents. According to Suheny (2020) no matter what title a person is in, an effective digital leader is always aware of the company's goals and knows how their job responsibilities support them. At an organizational level in a given market, a digital leader can be a company that successfully takes advantage of its own digital assets to gain and maintain a competitive advantage. Digital leaders are willing to explore how information technology (IT) can be used to help organizations become more responsive to customer needs and changing business requirements. According to Suheny (2020) the successful digital leader understands

the importance of, and is responsible for, the incoming data and the processes within the company that support it, as well as the outgoing digital information that the company generates in the various ecosystems in which it participates. Organizations that value digital leadership, often place value on communication, creativity, and a willingness to explore new ways that digital technology and information can be used to deal with external and internal business projects, projects affecting operations and unplanned work. With effective digital leadership, organizations can create workflows and business processes that enable new applications, products, and services to be launched quickly, while also ensuring that legacy applications and IT operations are maintained at optimal levels.

According to Purwanto (2019) seven characteristics of digital leadership: responsibility, results, distribution of information, goals and judgments, errors and conflicts, change, and innovation. Leadership 4.0, which is also referred to as digital leader, is not about status, position of power, control, and rank which are part of a culture of 'imperial leadership' and charisma. According to Asbari (2020) leader 4.0 will not take decisions or be the sole executive decision maker or idea maker. Ideas, decisions and innovations will be generated through open collaboration and collaborative networking. According to Suheny (2020) this will have an impact on some organizational restructuring, collaborative network design, and radical changes in the mindset of individuals. Digital leadership is the knowledge of a leader and potential leader so that they can direct the organization or business they lead to transform towards digital. According to Ismaya (2020) transformation that can be called innovation and is not just a "situation force". Digital leadership is also needed for those who want to develop a business in this era of industrial revolution 4.0. Digital leadership is the strategic use of a company's digital assets to achieve business goals. Digital leadership exists at both the organizational and individual levels.

## CONCLUSION

Based on statistical calculations with PLS, it can be concluded that the servant leadership variable positively and significantly affects the market performance variable. digital leadership variable positively and significantly influences market performance variable. variable green leadership positively and significantly affects the variable market performance. By understanding and applying the concepts and workings of e-leadership, a manager can carry out leadership tasks and management functions to the maximum. The application of the concept and workings of e-leadership by organizational and company managers will also have a positive impact on increasing leadership effectiveness and increasing the company's competitive ability. To further improve servant leadership by increasing the dimensions of love, humility, vision, trust and empowerment on employee performance. This is by increasing the dimensions of love, humility, vision, trust, and good empowerment which are found to have an influence in increasing the sales performance of the pharmaceutical industry. This study has a limited number of respondents and the subject is only in the pharmaceutical industry. For further research, it is necessary to add other leadership variables and expand research subjects to all industries.



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