

# Do Servant Leadership Influence Market Performance? Evidence from Indonesian Pharmacy Industries

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## ABSTRACT

The purpose of this study is to analyze and calculate the effect of servant leadership on the sales performance of the pharmaceutical industry, while the indicators of servant leadership are listening, empathy, healing, awareness, persuasion, foresight, conceptualization, stewardship, commitment, community. This study uses a quantitative approach with correlational analysis techniques, Data processing analysis uses SmartPLS software, the subject of this research is the pharmaceutical industry in Indonesia, the sample used is 282 sales managers. The sampling technique used by researchers is Probability Sampling, namely by using Simple Random Sampling. The results of this study show that servant leadership has a positive and significant impact on the sales performance of the pharmaceutical industry with indicators are listening, empathy, healing, awareness, persuasion, foresight, conceptualization, stewardship, commitment, community and has a positive and significant effect on sales performance.

**Keywords:** Servant Leadership, Market Performance, Pharmacy Industry

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## INTRODUCTION

The high level of competition between pharmaceutical companies in the industrial era 4.0 requires companies to always be the best in providing satisfying services to consumers. The competition that occurs is an inseparable part of the company, because with this competition it can be one of the driving forces in developing the right marketing strategy, and can provide positive advantages for the company in increasing sales volume and market share so that it can win the competition in market. One of the strategies that companies can use to support the company's success is quality human resources. In this case, the sales force is one of the company's human resources who has a role in achieving company goals. The definition of effectiveness according to Bernarto (2019) is the basis of success while efficiency is the minimum condition for survival after success is achieved. This statement has the intention that effectiveness is more important to succeed in work, while to survive with the success that has been obtained, a minimum condition is needed, namely efficiency. Effectiveness means doing the right job in business. Often, sales activities are found in vain and do not bring satisfactory results. In order for salespeople to function effectively, they must have knowledge of the company, products, customers and competitors, an effective sales presentation and procedures and responsibilities.

One of the main needs of the Indonesian people is medicine. Medicines are primary needs with a high level of urgency and must be provided by the state so that their demand is not affected by the ups and downs of a

country's economic conditions. As the fourth most populous country in the world, the need for medicines in Indonesia is enormous. Coupled with the increasing number of Indonesian elderly, reaching 8.05 percent or around 20.04 million (BPS Susenas 2013). The need for drugs will increase as the population ages, especially for drugs related to degenerative diseases. Therefore, the need for medicine includes all ages because Indonesia experiences a demographic bonus. So far, Indonesia is still importing raw materials for medicines which reach 92 percent (Deputy for Agro and Pharmaceutical Industry, Ministry of BUMN, Wahyu Kuncoro, March 24, 2016). Globally, the need for pharmaceutical products is also increasing, along with the increasing world population and the development of new types of diseases. Pharmaceutical products are commodities needed both domestically and abroad. B. Indonesia's pharmaceutical investment and trade performance Indonesia has become a quite attractive country for pharmaceutical investors as evidenced by the realization of foreign and domestic investment (PMA and PMDN) in the chemical and pharmaceutical industry that increased during 2010-2016. the 2010-2016 period reached USD 15.3 billion (8.3 percent of the total realization of FDI) and was ranked 4th in the existing PMA investment business sector (BKPM, 2010-2016). Investment in the chemical and pharmaceutical PMA industry in 2014-2015 had decreased, but in 2016 it increased again, possibly as an implication of the revised negative investment list (DNI) policy which opened 100 percent of the pharmaceutical sector to FDI which was previously limited to a maximum

of 85 percent. PMDN performance of chemical and pharmaceutical industries tends to increase steadily during 2010-2016 from Rp. 3.3 trillion to Rp. 30.1 trillion (820 percent). The total investment reached a value of Rp. 84.0 trillion (9.2 percent of the total realized PMDN) and was ranked 4th among the existing PMDN business sectors (graph 1). Increased investment in the pharmaceutical industry is likely to have a positive impact on the export value of pharmaceutical products. From 2012 to 2015, the export value of pharmaceutical products continued to increase. The growth in exports of pharmaceutical products was quite large (62.9 percent) during that period and was greater than the growth in imports (44.8 percent). However, the value of imports is 2 times greater than the value of its exports, so that Indonesia is still experiencing a trade deficit in pharmaceutical products (graph 2) even though export growth is quite high. During 2012-2015 the trade deficit of pharmaceutical products fluctuated slightly but tended to increase, meaning that most pharmaceutical needs including raw materials were still imported from abroad. The leadership style possessed by individuals in leading an organization or company can increase or even decrease the commitment of employees to the organization or company. There are many types of leadership in leading a company where according to Hersey and Blanchard ([Handayani, 2010](#)) there are 4 types of leadership styles, namely the directive type which is characterized by one-way communication, the leader limits the role of subordinates and shows what subordinates, when and how a task should be implemented. The second is the Consultative Type characterized by the presence of two-way communication and providing support to subordinates. The third Participative Type is characterized by the presence of two controls in solving a problem and decision making by the leader and also subordinates or employees. Whereas for the last type, namely the Delegative Type, it is marked by the willingness of the leader to discuss problems that occur in the organization or company. But nowadays there are types or styles of leadership that are different from the types or styles of leadership before. One type or style of leadership is the type of Servant Leadership. At this time, servant leadership is very much needed in an organization, besides this type of leadership is also in great demand by the community, especially in Indonesia. In the type of serving leadership (servant leadership) emphasizes more on improving service to others, making a comprehensive approach to each job, as well as the process

decision making which is not decided alone but is formulated or decided jointly. Servant leadership can have a positive effect. As in the research conducted by [Sial et al, \(2014\)](#), the results show that the servant leadership style, either directly or indirectly through intermediary variables such as attitudes, subjective norms and behavioral control, can affect various knowledge and greatness of employees in college. In addition, servant leadership also has a positive and significant correlation to employee loyalty. Where in increasing employee loyalty the leader should develop a serving leadership style but balanced with the knowledge of the leader regarding individual or employee needs to increase psychological satisfaction, these results were obtained from research conducted by [Asbari et al \(2019\)](#). Then the research conducted by [Purwanto et al \(2020\)](#) showed that serving leadership (Servant Leadership) can

simultaneously increase good growth for individuals or employees, besides that it can also improve the quality of the institution and its services. This includes the involvement of all or all individuals of every member of the organization in the process of making a decision and behaving ethically and responsibly. [MacCann et al \(2014\)](#) conducted a study that examines the relationship of servant leadership with employee job satisfaction and patient health. From the research that has been done, it is found that servant leadership is able to correlate well with job satisfaction. employees. Based on several studies that have been carried out related to organizational commitment, The importance of this research is done because the leader is vital in an organization or company, the role of a leader is very decisive for the survival of the company he leads. When a leader has a poor leadership style in leading his company, this will have an impact on the organizational commitment of employees. When the style of a leader is able to protect, listen to, and have good social relations with its employees, it can increase the commitment of employees so that employees can be loyal and carry out their responsibilities well in the organization and company. When employees are properly responsible for the organization or company where they work, this can increase the productivity of the employees. The increase in productivity that employees experience will also have a positive impact on increasing the productivity of the company so that the company can go towards or achieve what is the goal of the company. From the explanation above, the problem formulation in this study is whether there is a relationship between servant leadership and sales performance.

The purpose of this study is to analyze and calculate the effect of servant leadership on the sales performance of the pharmaceutical industry, while indicators of servant leadership are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people and community building.

## LITERATURE AND HYPOTHESIS DEVELOPMENT

### Leadership

Leadership is defined as activities that influence the behavior of other people or the art of influencing other people, either individually or in groups ([Asbari, 2019](#)). According [Purwanto \(2019\)](#) that when supervisors emphasize the importance of the end result, they will give salespeople the freedom to determine sales strategies and the efforts needed to achieve the final results specified. Results-oriented supervisors finally provide salespeople with little information about how efforts could be made to achieve the end result specified, or why it could not be achieved. Therefore, result-oriented leadership will enhance the sales force's learning orientation.

### Servant Leadership

Servant Leadership (Servant Leadership) is a leadership concept put forward by Robert K. Greenleaf in his book entitled Servant Leadership since 1970. Greenleaf stated that serving leadership is a leadership concept that arises from a sincere feeling in the heart to be the first to be serving others. there is a feeling like that that gives rise to the desire to become a leader. [Sendjaya and Sarros \(2002\)](#) describe leadership serve as servant leadership by developing moral aspects and building teamwork. According to [Patterson \(2003\)](#), serving leadership is leadership that focuses on followers, serves

wholeheartedly, and cares for the conditions around him. The words leader and servant are often viewed as something that is opposite. However, if something opposite is brought together in a creative and meaningful way, a positive leadership concept will emerge, namely a capable leader serves wholeheartedly trying to improve the competence of its members. [Anderson \(2008\)](#) suggests that servant leaders are leaders who prioritize their needs and the interests of others above their own. Serving leadership according to [Handoyo \(2010\)](#) is a person's style in terms of leading, managing, managing, and serve his subordinates. Based on the above definition, it can be concluded that serving leadership is the attitude of a leader serving, cherishing and prioritizing the interests of their subordinates rather than their own interests, in order to create a more caring and better organization.

Then according to [Hyun \(2019\)](#) suggests that serving leadership is a leadership style that comes from a sincere feeling from within to serve employees, customers, and society to become the first individuals to serve employees, customers, and society. Leaders who serve are people who have a high sense of humanity, not a leader to serve, but a leader who has the privilege of serving. According to [Asbari \(2020\)](#) there are 10 characteristics of leadership who serve (servant leadership), namely:

#### 1. Listening

Serving leadership style (servant leadership) trying to listen carefully to what their employees feel, leaders also try to understand what is being communicated by the body, soul and mind of their employees. Listening combined with reflection is essential for the growth of the leader.

#### 2. Empathy

Leaders who serve (servant leadership) will do their best to understand and empathize with others. An individual needs to be accepted and recognized physically and in his personality which is unique. From this they will show good faith in commitment as a whole human being. A leader with a servant leadership style will have success when he is able to be a good listener and empathetic.

#### 3. Healing

Leaders who serve (servant leadership) have one of the strengths, namely the servant leadership is able to heal himself and others. Many individuals are suffering and discouraged by the emotional pain each of them brought. This is where a person who has a servant leadership style plays an important role in helping the healing process due to the disease being experienced. Healing given is not medical in nature as practiced by doctors, but rather a healing that focuses on the psychological and emotional aspects of the employees.

#### 4. Self-Awareness

Self-awareness possessed by the servant leader (servant leadership) is a strong asset for the leader himself. This awareness is in the form of awareness that helps understand a problem involving ethics and values that are comprehensive in nature. In this way, it will be possible to see a problem from a different place integrated.

#### 5. Persuasive

Another characteristic for a leader who has a servant leadership style is the ability to influence someone well without using the authority and power that comes from his position in making a decision in an organization or company. This is what distinguishes the traditional

leadership model and servant leadership. Servant leadership is more effective in building group consensus in solving various problems it caused.

#### 6. Conceptualization

Leaders who have a servant leadership style (servant leadership) will strive to continue to improve the existing abilities within him in seeing a problem from a viewpoint that passes past and present reality. This makes leaders who have a servant leadership style must strive for a complex and complex balance between conceptualization and the day-to-day operational focus of the company.

#### 7. Foresight

Servant leadership has the ability to calculate the outcome of a situation that is difficult to define but recognizable. The ability to see the future of the servant leadership is a characteristic servant leadership possesses characteristics in order to understand lessons from the past, present, and possible consequences of decisions taken in the future.

#### 8. Stewardship

According to Petter Block, serving is holding things by having a sense of trust in others. servant leadership must have the ability to serve and be committed to serving the needs of others. Servant leadership seeks that every employee in an organization or company must have or play an important role in running the organization or company with reference to better society than before.

#### Impact of Servant Leadership

[Liden et al \(2008\)](#) describe three results from the application of the concept of serving leadership. The first is that serving leadership is able to improve employee performance through recognition of employee contributions to the company. Second, a servant leader can ultimately help employees to have more confidence in their potential so that it can have an effect on improving work skills and quality and fostering open thinking. The final impact of the application of the concept of serving leadership is a positive influence on society in the form of the growth of people's and society's trust in a leader. Servant leadership is an evolutionary and personal leadership style approach. Servicing leadership uses a fundamental and long-term approach that has an impact on overall changes in the personal and professional lives of employees. Serving leadership is the concept of leadership proposed by Grenleaf in 1970. A model or style of leadership that serves the essence is to serve others, namely service to employees, customers, and communities where service is the top priority. According to Greanleaf ([Lantu et al., 2007](#)) the definition of servant leadership is a leadership that arises from the heart to serve both employees of a company, customers, and the entire community. Choices that arise because of the inner voice will form a desire to become a leader. The different manifestations are given to perform a service, namely, ensure that the needs of others can be properly fulfilled, then turn the community into mature, healthy, free and autonomous individuals who can later become servant leadership.

According to [Wijayanti \(2019\)](#) reveals that the main goal of someone who has a servant leadership style is giving service and fulfill the needs of others maximally and this should be the main motivation when someone wants to be a leader. Servant leadership (servant leadership) someone who prioritizes the interests of employees in an organization or company. Harvey ([Lantu et al., 2007](#)). states that the achievement of targets on profit is secondary, while the main thing in the business world is

to serve as an institution being in the community and the next is how it is able to develop and increase the capacity of the company in making actions more constructive. Then the servant leadership is a leader who prioritizes the interests or needs of his employees as well perform subordinates as a team or coworkers. In this case Harvey states there is an order of priority for someone who uses a serving leadership style (servant leadership) from the highest to the lowest, the order is: a. Development and growth of followers b. Service to customers c. Community and community development around d. Organizational development.

#### Sales Performance

The performance of the sales force is very vital for the company because it will provide the main source of income for the company. Salesperson's performance reflects a performance services that can affect the consumer's decision-making process (Johlke, Dale, Dunhandan Wilkes, 2004). In his research Castle berry et.al (2001), uses a derivative of a multiple-item scale in which this self-reporting-based assessment of salesperson's performance consists of 6 factors, namely: a. Closing of sales b. Handling customer complaints c. Overall salesperson performance d. Total sales volume e. Quality of sales presentation f. Changing prospects into customers Meanwhile, based on the research results of Sujan, Weitzdan Kumar (2001), and Tansu Baker (2000), the assessment of performance reports can be done by evaluating the salesperson's personal, where the assessment does not result in the usual research results. Salespeople can judge their performance with 4 sales force performance measures, namely: a. Exceeding sales target sales force b. Ability to sell new products c. Ability to convince consumers d. Assist managers in achieving sales strategy goals. Performance is an indicator of work success or work performance achieved by salespeople because they are able to carry out sales duties well. Sales performance is a result of implementing the strategic roles made by the sales force, a form of role. This strategic form is the level of aggressiveness of the sales force in providing attention and service to consumers (Sapiro and Weitz, 2000). Salesperson performance form

This can be measured by indicators, including a. Sales volume b. Sales growth rate c. Customer growth rate

Based on literature review and previous research, the hypothesis in this study is as follows

Hypothesis 1: Listening has a positive and significant effect on sales performance

Hypothesis 2: Empathy has a positive and significant effect on sales performance

Hypothesis 3: Healing has a positive and significant effect on sales performance

Hypothesis 4: Awareness has a positive and significant effect on sales performance

Hypothesis 5: Persuasion has a positive and significant effect on sales performance

Hypothesis 6: Conceptualization has a positive and significant effect on sales performance

Hypothesis 7: Foresight has a positive and significant effect on sales performance,

Hypothesis 8: Stewardship has a positive and significant effect on sales performance

Hypothesis 9: Commitment has a positive and significant effect on sales performance

Hypothesis 10: Community Building has a positive and significant effect on sales performance

## METHODS

### Research design

This study uses a quantitative approach with correlational analysis techniques. Correlational research aims to determine whether or not there is a relationship between one variable and another, the correlation does not show a functional relationship or the correlation analysis does not differentiate between the dependent variable and the independent variable (Ghozali, 2011). In this study, researchers used the product moment correlation analysis technique where the moment product analysis technique was used to test the hypothesis of the relationship between one independent variable and one dependent variable (Sugiono, 2014). Researchers do this because researchers want to know or see the relationship between one variable and another variable, namely leadership serving with organizational commitment. Data processing analysis uses SmartPLS software.

### Research subject

The subject of this research is the pharmaceutical industry in Indonesia, the determination of the number of samples developed by Isaac and Michael (in Sugiono, 2014), it is known that for an error rate of 5%, the sample used is 282 sales managers. The sampling technique used by researchers is Probability Sampling, namely by using Simple Random Sampling. Where according to Sugiono (2014) simple random sampling is a sampling technique that is carried out randomly without paying attention to the strata or levels contained in the population.

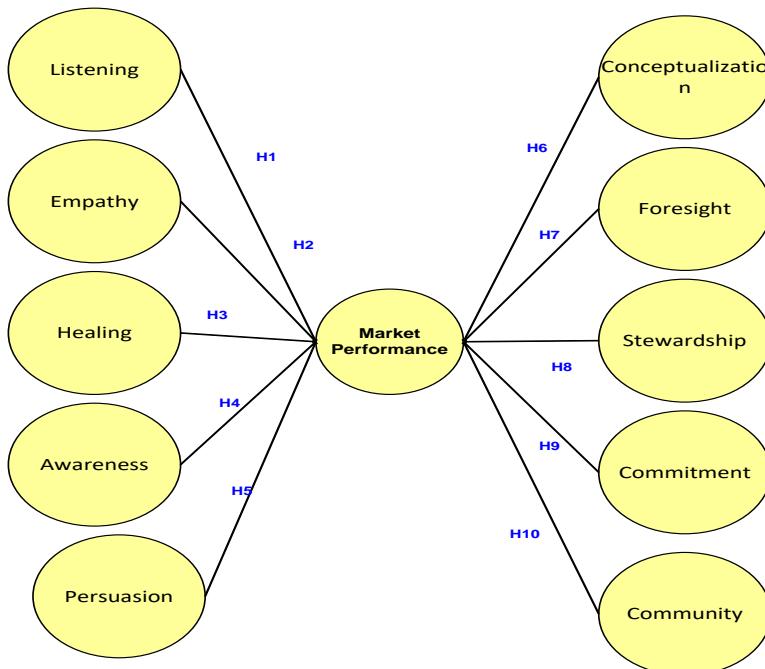
### Research Variables and Instruments

In this research, there are two variables, namely the independent variable (X) and the variable bound (Y). In this study, the independent variable (X) is leadership serving (servant leadership) while the dependent variable (Y) is the sales performance of the pharmaceutical industry. Servant Leadership is the employee's perception of the type or leadership style owned by a head of the style, the leadership possessed by the head of their division includes, has humility, heart, has a picture of the future that provides motivation in reaching the picture have the trust and confidence in their employees, capable serve or understand its employees by having good attitudes, behaviors, values in everyday life, and believe in the strength possessed by employees or its employees, listen effectively, make employees feel valued, as well provide motivation or strength to its employees. This study used an adapted instrument or scale owned by Handoyo (2010) from Barbuto and Wheeler's (2006) instrument or scale. This instrument or scale consists of from 5 dimensions namely altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship. On this instrument or scale in addition to using the 5 dimensions suggested by Barbuto and Wheeler, Handoyo also added 3 other dimensions namely vision, service, and humality. This he did because of these dimensions

Handoyo and previous researchers have mentioned many as an internal dimension servant leadership. The type of instrument or scale used in this study is the Likert scale where 1 is the lowest value per item and 5 is the highest value per item. At the lowest value 1 indicates strongly disagree (STS), 2 indicates disagree (TS), 3 indicates (R), 4 indicates agree (S), and 5 indicates strongly agree (SS).

**Table 1.** Respondents Profil Descriptive Information

Criteria		Total	%
Age	< 30 Years	78	25.7%
	30 - 40 Years	122	47.1%
	> 40 Years	82	27.2%
Work Period	< 5 Years	102	36.3%
	5-10 Years	127	49.3%
	> 10 Years	53	14.4%
Gender	Male	130	56%
	Female	111	44%



**Fig 1.** Research Model

Based on literature review and previous research, the hypothesis in this study is as follows

Hypothesis 1: Listening has a positive and significant effect on sales performance

Hypothesis 2: Empathy has a positive and significant effect on sales performance

Hypothesis 3: Healing has a positive and significant effect on sales performance

Hypothesis 4: Awareness has a positive and significant effect on sales performance

Hypothesis 5: Persuasion has a positive and significant effect on sales performance

Hypothesis 6: Conceptualization has a positive and significant effect on sales performance

Hypothesis 7: Foresight has a positive and significant effect on sales performance,

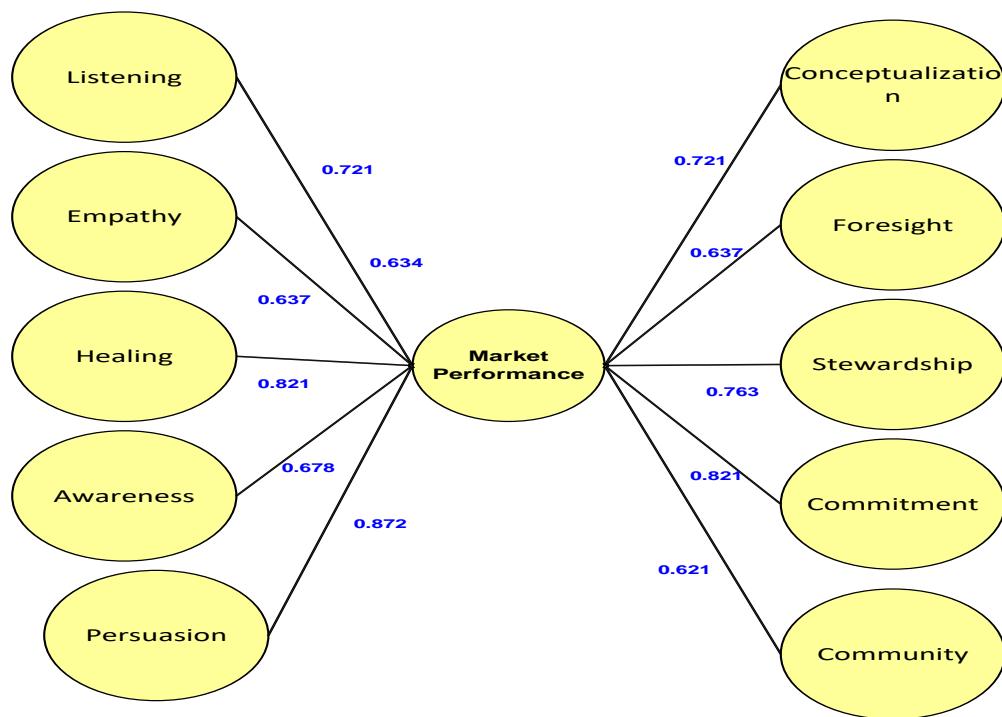
Hypothesis 8: Stewardship has a positive and significant effect on sales performance

Hypothesis 9: Commitment has a positive and significant effect on sales performance

Hypothesis 10: Community Building has a positive and significant effect on sales performance

## RESULT AND DISCUSSION

The convergent validity testing stage is carried out by looking for the loading factor of each indicator against the construct. A factor value of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Ghazali, 2014; Hair et al., 2010). In this study, the minimum limit for the accepted loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Ghazali, 2014).



**Fig 2.** Research Model Result

After analyzing using SmartPLS 3.0, there are several indicators or items that need to be removed from the model, after that, all indicators have a loading factor value above 0.5 or provided that the AVE value is above 0.5. The

convergent validity value of this research model has met the requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for all the complete constructs can be seen in Table 2 below:

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

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Listening	S1	0.623	0.813	0.710	0.787
Empathy	S2	0.724	0.715	0.761	0.755
Healing	S3	0.575	0.712	0.873	0.716
Awareness	S4	0.736	0.714	0.751	0.742
Persuasion	S5	0.653	0.811	0.715	0.780
Conceptualization	S6	0.711	0.713	0.761	0.755
Foresight	S7	0.515	0.731	0.877	0.711
Stewardship	S8	0.716	0.741	0.756	0.743
Commitment	S9	0.646	0.841	0.716	0.783
Community	S10	0.711	0.710	0.766	0.753

Construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and cronbach's alpha value is more than 0.7 (Ghozali, 2014). The reliability test results in Table 2 above show that all constructs have composite reliability and Cronbach's alpha values are greater than 0.7 ( $> 0.7$ ). In conclusion, all constructs have met the required reliability.

#### Desriminant Validity Testing

Discriminant validity is conducted to ensure that each

latent variable is different from other latent variables. The model has good discriminant validity if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between this construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of discriminant validity testing are by using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 3.

**Table 3.** Discriminant Validity Testing

Variables	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10
Listening	0.936									
Empathy	0.542	0.983								
Healing	0.562	0.532	0.931							

Awareness	0.753	0.613	0.542	0.958							
Persuasion	0.652	0.697	0.617	0.542	0.953						
Conceptualization	0.512	0.626	0.642	0.675	0.542	0.955					
Foresight	0.673	0.617	0.567	0.617	0.617	0.542	0.945				
Stewardship	0.523	0.610	0.512	0.608	0.565	0.687	0.542	0.955			
Commitment	0.546	0.609	0.573	0.605	0.598	0.617	0.657	0.542	0.954		
Community	0.589	0.638	0.642	0.624	0.5463	0.634	0.512	0.617	0.542	0.951	

The results of the discriminant validity test in Table 3 above show that all leadership constructs have a square root value of AVE above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading value of all leadership items from an indicator is greater than the other indicator items as referred to in Table 4, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981).

#### Hypothesis test

Hypothesis testing in PLS is also known as the inner model of leadership test. This test includes a test for the significance of direct and indirect effects as well as a measurement of the magnitude of the influence of exogenous variables on endogenous servant leadership variables. The effect test was 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 Table 4 and Table 5 below:

Table 4. R Square Value Result

	R Square	R Square Adjusted
Market Performance (P)	0.890	0.777

Based on Table 4 above, the value of R Square teachers performance is 0.890, which means that the variable teacher performance can be explained by the leadership variable by 89.0%, while the remaining 11% is explained

by other variables not discussed in this study. Meanwhile, Table 5 shows t-statistics and p-values that show the influence between endogenous and exogenous variables.

Table 5. Hypothesis Testing Result

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	S1 -> MP	0.545	0.022	4.342	0.001	Supported
H2	S2 -> MP	0.664	0.075	5.231	0.000	Supported
H3	S3-> MP	0.587	0.043	4.234	0.000	Supported
H4	S4 -> MP	0.644	0.024	3.124	0.000	Supported
H5	S5 -> MP	0.554	0.022	4.368	0.000	Supported
H6	S6 -> MP	0.633	0.045	5.263	0.000	Supported
H7	S7-> MP	0.512	0.043	4.234	0.001	Supported
H8	S8 -> MP	0.612	0.024	3.157	0.000	Supported
H9	S9-> MP	0.513	0.013	4.213	0.001	Supported
H10	S10 -> MP	0.613	0.033	3.191	0.001	Supported

## DISCUSSION

### Relationship of Listening Servant leadership Style and Market Performance

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Listening Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 4.342 is greater than 1.96 and the p-value of 0.001 is smaller than 0.05. That is, the first hypothesis (H2) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Budi Santoso, et al, 2020; Prameswari, et al, 2020) that listening servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increase in market performance and if not implemented properly it will encourage a decrease of market performance.

### Relationship of Empathy Servant leadership Style and Market Performance

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Empathy Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 5.231 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H3) is accepted. These findings are in line with the results of previous studies (Goestjahjanti, et al, 2020; Budi Santoso, et al, 2020; Prameswari, et al, 2020) that Empathyservant leadership has a positive and significant effect on working performance, if the servant leadership style is implement properly it will encourage increase in market performance and if not implemented properly it will encourage a decrease of market performance.

### Relationship of Healing Servant leadership Style and Market Performance

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that HealingServant leadership Style has a positive and significant effect on Market performance.

The value of t-statistics 4.234 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H4) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Purwanto, et al., 2019; Prameswari, et al., 2020) that Healing servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

#### **Relationship of Awareness Servant leadership Style and Market Performance**

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Awareness Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 3.124 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H5) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Purwanto, et al., 2019; Basuki, et al., 2020) that Awareness servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

#### **Relationship of Persuasion Servant leadership Style and Market Performance**

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Persuasion Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 4.368 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H6) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Purwanto, et al., 2019; Basuki, et al., 2020; Goestjahjanti, et al., 2020; Budi Santoso, et al., 2020; Prameswari, et al., 2020) that Persuasion servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

#### **Relationship of Conceptualization Servant leadership Style and Market Performance**

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that

Conceptualization Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 5.263 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H17) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Purwanto, et al., 2019; Basuki, et al., 2020; Goestjahjanti, et al., 2020; Budi Santoso, et al., 2020; Prameswari, et al., 2020) that Conceptualization servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

#### **Relationship of Foresight Servant leadership Style and Market Performance**

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Foresight Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 4.234 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H8) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Prameswari, et al., 2020) that Foresight servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage

increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

#### **Relationship of Stewardship Servant leadership Style and Market Performance**

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Stewardship Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 3.167 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H1) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Purwanto, et al., 2019; Basuki, et al., 2020; Goestjahjanti, et al., 2020; Budi Santoso, et al., 2020; Prameswari, et al., 2020) that Stewardship servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

#### **Relationship of Commitment Servant leadership Style and Market Performance**

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Commitment Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 4.123 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H9) is accepted. These findings are in line with the results of previous studies (Asbari, 2019; Purwanto, et al., 2019; Basuki, et al., 2020; Goestjahjanti, et al., 2020; Budi Santoso, et al., 2020; Prameswari, et al., 2020) that commitment servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

#### **Relationship of Community Servant leadership Style and Market Performance**

Based on the results of statistical calculations using SEMPLS in Table 5 above, it was concluded that Community Servant leadership Style has a positive and significant effect on Market performance. The value of t-statistics 4.123 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. That is, the first hypothesis (H10) is accepted. These findings are in line with the results of previous studies (Goestjahjanti, et al., 2020; Budi Santoso, et al., 2020; Prameswari, et al., 2020) that Community servant leadership has a positive and significant effect on working performance, if the servant leadership style is implemented properly it will encourage increasement in market performance and if not implemented properly it will encourage a decrease of market performance.

## **DISCUSSION**

The results of this study are consistent with the theory and research results that there are several variables that can affect sales performance. One of the influencing variables is leadership. This is consistent with the study conducted by Asbari (2019) that the failure and success of an organization depends on the quality of its leader, as well as how the leader dreams of an organization. The Effect of Managerial Ability on Sales Personnel Performance The influence of managerial ability variables is formed from 4

(four) indicators / statements. Thus, the results of this analysis provide information that managerial ability has a significant and positive effect directly on sales force performance. A positive sign indicates that the stronger the managerial ability factor, the stronger the sales force's performance. The results of this study are consistent with the theory and research results that there are several variables that can affect performance. One of the influencing variables is managerial ability. This capability is intended as an advantage that a person has so that it can be accepted, in this case it can be accepted by consumers. (Purwanto, 2020).

## CONCLUSION

The results of this study show that servant leadership has a positive and significant impact on the sales performance of the pharmaceutical industry, listening, empathy, healing, awareness, persuasion, foresight, conceptualization, stewardship, commitment, community and has a positive and significant effect on sales performance. The magnitude of the relationship and the level of significance of the leadership variable on employee performance could be increased, it is hoped that the current leadership model can be maintained while still being open to being sensitive and innovative in responding to the dynamics that exist within the company. market behavior, consumers, competitors and internal company. For this reason, it is suggested that management design a new system that stimulates salespeople to be motivated to maximize sales turnover. It is suggested that improvements in the patterns and motivation variables be directed so that the variables of leadership, managerial ability and motivation can be simultaneously stronger and the level of significance of the sales force performance

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