

# Did Trilogy Leadership Style, Organizational Citizenship Behaviour (OCB) and Organizational Commitment (OCO) Influence Financial Performance? Evidence from Pharmacy Industries

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# Did Trilogy Leadership Style, Organizational Citizenship Behaviour (OCB) and Organizational Commitment (OCO) Influence Financial Performance? Evidence from Pharmacy Industries

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## ABSTRACT

The purpose of this study was to identify and analyze the trilogy of leadership on financial performance, to identify and analyze OCB on financial performance and to identify and analyze organizational commitment to financial performance. The method used in this research is quantitative method. Data collection by distributing questionnaires to 150 financial managers in the pharmaceutical industry. Electronic questionnaires are distributed online using simple random sampling technique. The method for processing and analyzing data is by using PLS and using SmartPLS version 3.0 software. Leadership Trilogy style have positive and significant effect on Financial Performance, Organizational Citizenship Behaviour (OCB) have positive and significant effect on Financial Performance, Organizational Commitment (OCO) have positive and significant effect on Financial Performance.

**Keywords:** Trilogy Leadership Style, Organizational Citizenship Behaviour, Organizational Commitment, Financial Performance, Pharmacy Industries

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## INTRODUCTION

The growth rate of the global pharmaceutical industry will remain stable amid the Covid-19 pandemic that has hit many countries in the world including Indonesia. The pharmaceutical industry's growth will increase 2-4 percent in the next 12-18 months, slightly higher than the previous estimate of around 1-3 percent. The growth of the pharmaceutical industry, chemical medicinal products and traditional medicines, projected by the Ministry of Industry (Kemenperin) to reach 9 percent this year. This growth projection cannot be separated from the potential market segment. The optimism of this projection stems from the acquisition of the industrial growth value in the first quarter of 2019 (8.12%) with a Gross Domestic Product (GDP) value of Rp. 21.9 trillion. The utilization of drug production related to this will continue to increase. In addition, although many companies have developed and are developing various products that can treat or prevent the spread of the corona virus, financial conditions remain uncertain due to various related factors such as price levels, competition, and the duration of the pandemic itself. Financial performance of the pharmaceutical and traditional medicine industries experienced brilliant growth of 5.59 percent in the first semester of 2020. Pharmacy is a strategic industry and has the goal of realizing national resilience. More importantly, the field to be synergized is medicinal raw materials, an industry that is very specific and requires serious and integrated handling. This synergy is needed considering that medicinal raw materials are highly dependent on the basic chemical industry under the guidance of the

Ministry of Industry. So far, the basic chemical industry has only been able to produce raw materials that have technical standards and not yet pharmaceutical standards.

One of the main needs of the Indonesian people is medicine. Medicines are a primary need with a level of urgency the need is high and must be provided by the state so that the state is not affected by the ebb and flow 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 more and more the number of elderly Indonesians reached 8.05 percent or about 29.4 million (BPS Susenas 2018). The need for drugs will increase with age population mainly for drugs related to degenerative diseases. Therefore, the need for medicine includes all ages because Indonesia experiences demography bonus. So far, Indonesia is still importing raw materials for medicines which reach 92 percent. Globally, the need for products pharmacy also increases, along with the increase in world population and the development of new types of diseases. Pharmaceutical products are commodities needed both domestically and abroad. There have been many pharmaceutical companies established in Indonesia, and Indonesia has been able to export pharmaceutical products, but trust in foreign products and the influx of imported goods is also large, causing a trade deficit. Pharmaceutical products are a product that is needed in Indonesia and the world, at a level the urgency continues to grow along with the increasing population, changing the structure of the population, and the development of types of diseases. The challenge of the influx of

pharmaceutical products will be getting bigger along with the enactment of the ASEAN Economic Community (AEC), as well as the possibility of foreign pharmacists from Asia who will enter Indonesia. The pharmaceutical industry can be categorized as a capital-intensive and labor-intensive industry, thus providing opportunities as well as challenges for workers in Indonesia who play a role in the pharmaceutical sector.

One of the benchmarks for the success of an organization is of course supported by member commitment. According to Asbari (2020), an organization is a system consisting of a pattern of collaborative activities carried out regularly and repeatedly by a group of people to achieve a goal. A member of an organization can be said to have a good commitment if he has the ability to survive and work together to support organizational development. In addition, it is necessary to create an appropriate member empowerment strategy, so that each member in the organization makes a personal commitment to the previously planned goals. The decisions and policies made by a leader are expected to affect not only the success of the organization, but also the behavior of all employees. For this reason, it is necessary to have an appropriate leadership style and also need members who will do more than just ordinary tasks through increasing the quality and quantity of group performance. Leadership is the process of providing guidance or role models and providing easy access from people who are organized in formal organizations, in order to achieve the goals that have been set. Leadership is any action taken by an individual or a group to coordinate and give direction to individuals or groups who are members of a particular container to achieve predetermined goals. According to Purwanto (2020) and Kadiyono (2020) another opinion which confirms that a leader is someone who influences another person or group of people to exert joint efforts, in order to achieve the goals or objectives that have been set. According to the best leadership for members of the organization is to provide the widest possible space for them to increase their potential, then express it in creative and responsible ways according to the abilities of each member. This is very relevant to the leadership that comes from Ki Hadjar Dewantara as a leadership theory in the form of a leadership trilogy (Suratman, 1980) which consists of three elements, namely "Ing ngarso sung tuladha, ing madya mangunkarsa, tut wuri handayani" which has developed widely among the community. This shows that the figure of a leader should give and at the same time be an example to his subordinates, and in the midst of being able to provide encouragement and enthusiasm for its members. And a leader should also give the widest possible freedom to his members, but if this freedom is misused, it will even endanger himself and society, then a leader must exert influence over his authority. Ki Hadjar Dewantara's leadership trilogy was extracted from the nation's own culture which has subtle and ethical values.

Several factors can affect performance including organizational commitment, training and organizational climate. Organizational commitment is a condition in which an individual takes sides with a particular organization and its goals and intends to maintain membership in the organization and to maintain the continuity of the organization. Organizational commitment is individual loyalty and identification to the organization. Those with high commitments tend to be more resilient and less absent than those with low

commitments. Overall organizational commitment is a condition in which an employee sides with a particular organization and its goals and intends to maintain membership in the organization to maintain the continuity of the organization. Based on these definitions, it can be concluded that organizational commitment is a psychological bond. Organizational commitment is a condition in which an employee sides with a particular organization and the goals and objectives of his desire to maintain membership in the organization. High job involvement means taking sides with an individual's particular job, while high organizational commitment means siding with the organization that recruits that individual. In the school organization, teachers are professionals who face directly to students, so that in carrying out their duties as educators, they are able to carry out policies with certain goals and have a strong commitment to the school where they work. According to Suheny (2020) and Basri (2020) Organizational commitment is defined as a psychological state that characterizes the relationship between employees and the organization or its implications that affect whether employees will stay in the organization or not, which are identified in three components, namely: affective commitment, continuous commitment and normative commitment. This definition of organizational commitment is interesting, because what is seen is a psychological state of employees to remain in the organization. And this is considered very suitable for analyzing the organizational commitment of employees in the organization. The purpose of this study was to identify and analyze the trilogy of leadership on financial performance, to identify and analyze OCB on financial performance and to identify and analyze organizational commitment to financial performance.

## LITERATURE REVIEW

### Leadership Trilogy

Leadership is an art of how to influence others and then direct their desires, abilities and activities to achieve the goals of the leader. According to Asbari (2020) Leadership is the process of providing guidance or role models and providing an easy way for people who are organized in formal organizations to achieve predetermined goals. Therefore, if a leader is to be said to be successful, it means that the leader must be able to carry out his leadership properly and appropriately in organizational life. According to Bernato (2019) the best leadership for organizational members is to provide the widest possible space for them to increase their potential, then express it in creative and responsible ways according to the abilities of each member. This is very relevant to the Leadership Trilogy applied at Tamansiswa school. Tamansiswa College was first established by Raden Mas Soewardi Soejaningrat (at the age of 40 he changed his name to Ki Hadjar Dewantara), on July 3, 1922 in Yogyakarta. According to history, this Tamansiswa college was founded on Ki Hadjar Dewantara's desire to provide education to the people with the aim of educating an independent spirit to achieve an orderly, peaceful and happy Indonesia. From this, the teachings of Ki Hadjar Dewantara emerged in the form of the Tamansiswa trilogy as a container and form of the aspirations of Tamansiswa life. Leadership trilogy which is excavated from the nation's own culture which has subtle and ethical values, this too is an indicator of the leadership trilogy, according to Dewantara, namely: *Ing Ngarsa Sung Tuladha*, which means Ing Ngarsa Sung



Tuladha literally means that the leader who is at the front should set an example. Sung comes from the word *asung* which in Javanese means to give. In this sentence, Ki Hadjar Dewantara advised that the *sung* be interpreted as being, because between giving and being has different meanings. A leader must also set a good example to its members. Because a leader is a role model who must be digested and imitated by all his words and deeds.

*Ing Madya Mangun Karsa*, which means *Ing Madya* which means in the middle. *Mangun* means to arouse or arouse and *Karsa* is defined as a form of will or intention. The meaning of *Ing Madya Mangun Karsa* is that someone in the middle of his busy life must also be able to raise or inspire enthusiasm. *Ing Madya Mangun Karsa* means that a leader if in the midst of his followers must be able to provide motivation so that all can unite all movements and behaviors simultaneously to achieve common goals.

A leader must be in the midst of its members, continuously build and foster the enthusiasm of the members to continue to carve works

*Tut Wuri Handayani*, which means *Tut Wuri* means following from behind and *handayani* means giving moral encouragement or encouragement, so that means *Tut Wuri Handayani* is someone who has to provide moral encouragement and morale from behind. *Tut Wuri Handayani* means that the leader must be able to

give independence to his followers with the utmost attention to provide direction and direction if the independence given will endanger the members. According to Asbari (2020), the best leadership for organizational members is to be able to increase their potential, then express it in creative and responsible ways according to the abilities of each member. In addition, the leadership role must provide an example and influence to its members, so that members can do the same and be involved in the activities carried out and can improve the Organizational Citizenship Behavior (OCB) of members.

#### Organizational Citizenship Behavior (OCB)

Extra behavior is an important part of increasing organizational commitment. Extra role behavior or Organizational Citizenship Behavior, hereinafter referred to as OCB, refers to the willingness to take extra action outside of its main duties and main functions as a member of the organization. This can be done in various ways, such as conducting or helping volunteer students outside of class hours and providing ideas without being asked.

According to According to Asbari (2019); Fahmi (2020); Sartika (2020) and Achmadi (2020) OCB is a constructive behavior but is not included in the formal job description of employees according to Suheny (2020); Basri (2020); Supriadi (2020) and Bernarto (2019) Organizational Citizenship Behavior (OCB) is defined as behavior that enhances values and social maintenance and a psychological environment that supports work outcomes. The OCB indicator consists of five things. Altruism, which shows a person who is more concerned with the interests of others than personal interests. Courtesy, which shows a behavior of helping others voluntarily which is not their duty and obligation. Sportsmanship, which shows a willing / tolerant behavior to survive in less than ideal or uncomfortable situations without complaining. Civic Virtue, which shows a behavior that is involved and takes responsibility for the survival of the organization. Conscientiousness, which is showing voluntary behavior to improve his work creatively so that the organization can increase and exceed the minimum required limits. Organizational Citizenship Behavior (OCB) has the characteristics of voluntary behavior / extra-role

behavior which is not included in job descriptions, spontaneous behavior / without specific suggestions or orders, helpful behavior, and behaviors that are not easily visible and assessed through performance evaluation. So it can be said that OCB is a behavior that reflects the commitment of an employee to the organization and this behavior can positively improve teamwork, management communication, develop a positive and comfortable organizational environment. Purwanto (2019) research results show that there is an effect of OCB on organizational commitment.

#### Organizational Commitment

According to Asbari (2019); Fahmi (2020); and Achmadi (2020) Organizational commitment is defined as a form of attachment, identification and involvement of individuals to the organization. This commitment does not occur only one-sidedly but occurs between the organization and its members together to create conducive conditions and realize the organization's vision and mission, namely commitment. In this case the organization can create organizational commitment through member satisfaction, including adequate facilities, and relationships between members. The conceptual organizational commitment is characterized by three things, namely: (1) There is a strong sense of trust and a person's acceptance of the goals and values of the organization. (2) The desire of someone to make serious efforts for the sake of the organization (3) There is a strong desire to maintain membership in the organization. Organizational commitment is defined as the degree to which employees are involved in the organization and desire to remain members, which contains loyalty and willingness of employees to work optimally for the organization where the employee works. Organizational commitment is a form of loyalty to the organization. This can be shown in the form of loyalty and willingness to do everything possible for the benefit of the organization.

#### Financial Performance

According to Purwanto (2019) financial performance appraisal is one way to fulfill obligations to investors in achieving the goals and desires set by the company. With the increasing progress and high business value, investors are looking to these companies to invest their capital so that there will be an increase in stock prices, or it can be said that the stock price is a function of the company value. To assess a company's financial performance, you can use a ratio or index as your benchmark to assess and link the two financial data on the company's financial statements. The several comparisons contained in this type of financial analysis include two forms, namely first, comparison of ratios between one other similar company, and second, comparing past, current, or future ratios for the same company. The explanation above has explained how the financial performance of each company is. In companies, this performance is needed to achieve every vision and mission in developing their company. Therefore, a company must conduct a performance evaluation in order to meet company goals, so that a company can run well. Of course, in researching it, companies must also pay attention to accurate and precise accounting reports. According to Jumingan (2006) Financial performance is a description of the financial condition of a company in a certain period, both in terms of fundraising and fund distribution, which are usually measured using indicators of capital adequacy, liquidity and profitability. According to Sutrisno (2009: 53), the

company's financial performance is the company's achievement in a certain period that reflects the company's health level. Financial performance is an analysis carried out to determine the extent to which the company has implemented it using financial implementation rules correctly and correctly. Company performance is a description of the financial condition of a company that is analyzed with financial analysis tools, so that it can be seen about the good or bad financial condition of a company that reflects work performance in a certain period.

**METHODS**

The method used in this research is quantitative method. Data collection by distributing questionnaires to 150 financial managers in the pharmaceutical industry. Electronic questionnaires are distributed online using simple random sampling technique. Each closed question / statement is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral / doubtful (N) score 3, no agree (TS) score 2, and strongly disagree (STS) score 1. The method

for processing and analyzing data is by using PLS and using SmartPLS version 3.0 software.

**Variable Measurement**

Leadership trilogy, namely ingngarsa, sung tuladha, ingmadyamangunkarsa, tut Sprihandayani. Organizational Citizenship Behavior (OCB) is the ability of employees to carry out innovative and spontaneous work activities beyond their perceived role. According to Organ (1988), it is measured through the following indicators: (1) Altruism (2) Courtesy (3) Sportsmanship (4) Civic Virtue (5) Conscientiousness. Organizational commitment is defined as the degree to which employees are involved in the organization and desire to remain members, which contains loyalty and willingness of employees to work optimally for the organization where the employee works (Greenberg and Baron, 2003). According to Robbins and Judge (2009) in Novita (2017) Organizational commitment is measured through the following indicators (1) Affective commitment (2) Continuous commitment (3) Normative commitment.

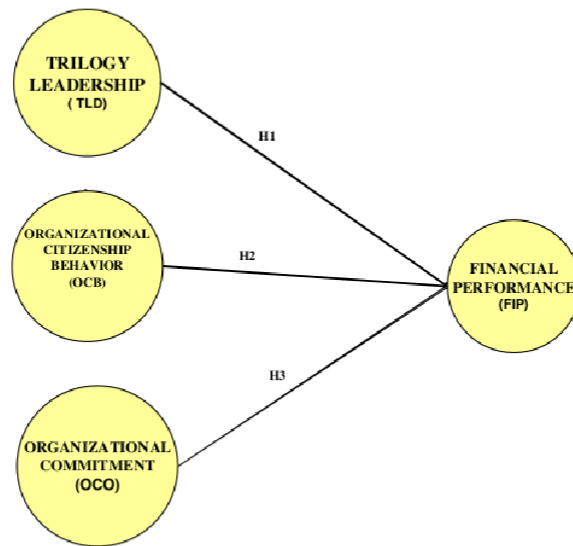


Fig 1. Research Framework

- Hypothesis 1 (H1): There is a positive and significant influence of the Leadership Trilogy (TLD) on Financial Performance (FIP)
- Hypothesis 2 (H2): There is a positive and significant effect of Organizational Citizenship Behavior (OCB) on Financial Performance (FIP)
- Hypothesis 3 (H3): There is a positive and significant effect of Organizational Commitment (OCO) on Financial Performance (FIP).

Table 1. Respondent Descriptive Information

Criteria		Total
Age	< 30 Years	50
	30 - 40 Years	45
	> 40 Years	55
Working Periode	< 5 Years	60
	5-10 Years	55
	> 10 Years	35
Gender	Male	85
	Female	65

**RESULT AND DISCUSSION**

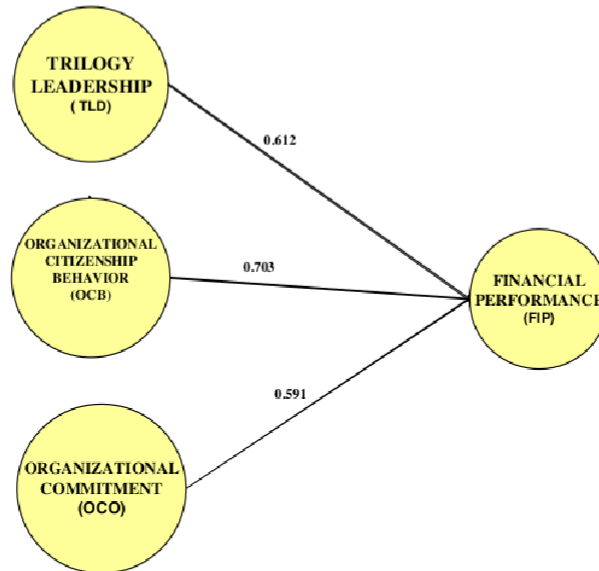
**Test Results of the Validity and Reliability of Research Indicators**

The initial testing phase of the model includes convergent validity testing, discriminant validity testing. To test the construct reliability, Cronbach's alpha and composite reliability values were used. The results of the analysis using PLS can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and reliability testing.

**Convergent Validity Testing**

Convergent validity is done by looking at the loading

factor value of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Ghozali, 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 (Ghozali, 2014). After going through data processing using SmartPLS 3.0, all indicators have a loading factor value above 0.5 or provided that the AVE value is above 0.5. The value of loadings, Cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Table 2 below:



**Fig 2.** Research Framework

**Construct Reliability Testing**

The construct reliability was determined from the Cronbach's alpha value and the composite reliability of

each construct. The required composite reliability and Cronbach's alpha value is more than 0.7 (Ghozali, 2014).

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

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
<i>Trilogi Leadership (TLD)</i>	TLD1	0.643	0.852	0.755	0.783
	TLD2	0.584			
	TLD3	0.524			
<i>OCB</i>	OCB1	0.743	0.831	0.874	0.893
	OCB2	0.531			
	OCB3	0.651			
<i>OCO</i>	OCO1	0.535	0.914	0.813	0.742
	OCO2	0.631			
	OCO3	0.721			
Financial Performance (FIP)	FIP1	0.731	0.789	0.789	0.874
	FIP2	0.624			
	FIP3	0.572			

The results of reliability calculations in Table 2 above show that all constructs have composite reliability and

Cronbach's alpha values are greater than 0.7 (> 0.7). And it can be concluded that all constructs have met the

reliability requirements.

**Descriptive Validity Testing**

Discriminant validity is done 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 exceeds the correlation

between this construct and other constructs (Chozali, 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

Variables	TLD	OCB	OCO	FIP
Trilogi Leadership (TLD)	0.934			
Organizational Citizenship Behaviour (OCB)	0.783	0.974		
Organizational Commitment (OCO)	0.642	0.678	0.935	
Financial Performance (P)	0.535	0.643	0.666	0.953

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

**Collinearity Testing**

Furthermore, the collinearity test is carried out to determine whether there is collinearity in the model. To find collinearity, it is necessary to calculate the VIF of each construct. If the VIF score is higher than 5, then the model has collinearity (Hair et al., 2014).

Table 4. Collinearity Statistics (VIF)

Variables	Financial Performance (P)
Trilogi Leadership (TLD)	1.011
Organizational Citizenship Behaviour (OCB)	1.811
Organizational Commitment (OCO)	1.117

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
Financial Performance	0.863

**Hypothesis test**

Table 6 shows the t-statistics and p-values that show the influence of the trilogy Relationship, Organizational Citizenship Behaviour (OCB) and Organizational Commitment (OCO) variables.

Table 6. Hypotheses Testing

Hypothesis	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	TLD->FIP	0.511	0.123	3.134	0.000	Supported
H2	OCB->FIP	0.438	0.025	2.344	0.000	Supported
H3	OCO->FIP	0.118	0.009	1.967	0.000	Supported

Based on the statistical calculations summarized in Table 6 above, it is concluded that all variables of the leadership trilogy, Organizational Citizenship Behavior (OCB) and Organizational Commitment (OCO) positively and significantly affect financial performance. Evidenced by the t-statistics value greater than 1.96 and the value p-values of less than 0.05, meaning that all hypotheses are accepted.

**DISCUSSION**

**Effect of Trilogy Leadership on financial performance**

Based on statistical calculations using PLS in Table 6 above, it can be concluded that the Trilogy leadership variable positively and significantly affects the Financial performance variable. This is evidenced by the t-statistics value of 3.134 which is greater than 1.96 and the p-value of 0.000 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 research from Purwanto (2020); Kadiyono (2020); Bahdin (2020); Abidina (2020) and Yunita (2020) which state that the leadership trilogy has a positive and significant effect on financial performance, which means trilogy leadership will encourage increased financial performance.

#### Effect of Organizational Citizenship Behavior (OCB) on financial performance

Based on statistical calculations using PLS in Table 6 above, it can be concluded that the Organizational Citizenship Behavior (OCB) variable positively and significantly affects the financial performance variable.

This is evidenced by the t-statistics value of 2.344 which is greater than 1.96 and the p-value of 0.000 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 from According to Asbari (2019); Fahmi (2020); Sartika (2020) and Achmadi (2020) which state that Organizational Citizenship Behavior (OCB) has a positive and significant effect on financial performance, meaning that Organizational Citizenship Behavior (OCB) will encourage increased financial performance.

#### Effect of Organizational Commitment (OCO) on financial performance

Based on statistical calculations using PLS in Table 6 above, it can be concluded that the Organizational Commitment (OCO) variable positively and significantly affects the Financial performance variable.

This is evidenced by the t-statistics value of 2.344 which is greater than 1.96 and the p-value of 0.000 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 from According to Suheny (2020); Basri (2020); Supriadi (2020); Bernarto (2019) which states that Organizational Commitment (OCO) has a positive and significant effect on financial performance, which means that Organizational Commitment (OCO) will encourage increased financial performance.

The results of hypothesis testing show that OCB has a significant effect on financial performance. OCB behaviors shown by employees in the pharmaceutical industry include altruism, preventing problems with colleagues (courtesy), willingness to tolerate (sportsmanship), caring for organizational survival (civic virtue) and behavior beyond the minimum requirements (conscientiousness) which is increasingly both will increase employee job satisfaction. Pharmaceutical industry employees perform work outside of their job description (OCB) for the betterment of employees themselves and employee loyalty to the pharmaceutical industry. This is in accordance with the opinion of According to Purwanto (2020); Kadiyono (2020); Bahdin (2020); Abidina (2020) and Yunita (2020) that job satisfaction has no effect directly on employee turnover. The results of this study are in line with research conducted by Senjaya and Caping to Asbari (2019); Fahmi (2020); Sartika (2020) and Achmadi (2020) on employees show that 89.6% of job satisfaction is influenced by the OCB variable. OCB has a significant positive effect on employee performance. This illustrates that the better OCB behavior, the employees will show the best performance.

Pharmaceutical industry employees have the awareness to do work outside their job description on

the grounds of smoothing the production and performance of the company where smooth work is not enough to do work according to their duties, but they volunteer to take extra roles as a form of employee loyalty to the company. The results of this study are supported by previous research conducted by Tehran, Abtahi, and Esmaeili (2013), that the dimensions contained in OCB can improve employee performance, including altruism, sportsmanship and civic virtue. If the company always designs the work according to the employees' abilities, supervision by the leader who always supports and motivates employees, provides opportunities for the same progress between employees, good relationships between coworkers, work facilities that make employees comfortable and the suitability of salaries will result in employees feeling safe and comfortable at work. The impact is that employees will work optimally and try to give their best performance. This indicates that employees with high levels of job satisfaction will show their best performance. The results of this study are in line with Pramono's (2020) research that job satisfaction factors which include superior attitudes, coworker relationships, compensation systems, career systems and work environment have a significant influence on employee performance. The results of this study also strengthen research According to Pramono (2019); Fatoni (2020); Cahyono (2020) and Kartika (2020) that higher job satisfaction will result in higher financial performance of pharmacy industry. The results of statistical testing (Table 4) prove that job satisfaction partly mediates the relationship between OCB and financial performance of pharmacy industry. That is, increased OCB behavior accompanied by increased job satisfaction will be able to provide a better effect on employee performance. These results support research According to Suheny (2020); Basri (2020); Supriadi (2020); Bernarto (2019) states that the existence of OCB for employees will make employees feel satisfied so that they can achieve maximum performance. Thus, the empirical findings in this study are that OCB has a strategic role in job satisfaction and in improving financial performance of pharmacy industry.

#### CONCLUSIONS

Leadership Trilogy have positive and significant effect on Financial Performance. Organizational Citizenship Behavior have positive and significant effect on Financial Performance. Organizational Commitment (OCO) have positive and significant effect on Financial Performance. The results of the study concluded that the better the Organizational Citizenship Behavior (OCB) of the pharmaceutical industry employees would be can improve financial performance so that the higher job satisfaction felt by employees will be able to improve the performance. Organizational Citizenship Behavior (OCB) is not only able to increase job satisfaction, but with the increase in one's job satisfaction, the employee's performance is also getting better. Thus, to achieve high performance, companies need to improve the formation of OCB behavior among their employees, namely behavior that exceeds the duties stipulated in the job description and the formation of a collective work system. This study has limitations, namely only 3 variables are discussed and it is possible that there are other variables that have a significant effect on teacher performance that are not discussed in this study. For further research, it



is necessary to examine other variables that are not discussed in this study.

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