

# The compassionate leadership profile: A case study in the saving and loan cooperative leadership of Bhina Raharja

Syahrul Alim<sup>a,\*</sup>, Novita Paradhita Wulandari<sup>b</sup>, Titin Florentina Purwasetiawatik<sup>a</sup>

<sup>a</sup>Faculty of Psychology, Universitas Bosowa, Makassar 90231, Indonesia

<sup>b</sup>Human Resources Department, PT. Bhina Raharja Husada, Rembang 59261, Indonesia

## Article history:

Received: 17 November 2021 / Received in revised form: 14 December 2021 / Accepted: 17 December 2021

## Abstract

The leadership style has a big impact on how well an organization achieves its objectives and it serves as the driving force behind the organizations decision-making. An ideal organization employs an effective and efficient leadership style. This study aims to observe the leadership behaviors at Bhina Raharja Savings and Loan Cooperative in Central Java. In-depth interviews were conducted to four informants: the top leader, human resource, branch leader, and treasurer. The findings revealed that the leadership present was unique and distinct. Every process was based on trust and fraternity, and the leadership was generally pleasant. The organization's mission was not limited to monetary gains. Furthermore, the courageous attitude of giving in and valuing brotherhood became a distinguishing feature. This leadership style is known as compassionate leadership, and it has been used in the Bhina Raharja Cooperative by highlighting the elements of trust, kindness, and humanity.

**Keywords:** Compassionate leadership; savings and loan cooperative; Bhina Raharja

## 1. Introduction

The level of business competitiveness in Indonesia has risen substantially over time. One of the indicators is from the number of new firms sprouted. The quantity of Micro, Small, and Medium Enterprises (MSMEs) continues to rise year by year. In 2016, there were approximately 61,7 million MSMEs, and 64,2 million were registered by the end of 2018 (Tempo, 2021). It is expected to continue on a good trajectory year by year.

These companies must not merely build their own resources to compete, but they must also be able to discern any numerous negative repercussions on organizational performance. A planned change process is required when leaders see the need for development inside the organization (Cummings & Worley, 2009). Product quality, absenteeism rates, job function and conflicts between departments are all examples of difficulties that might lead to organizational improvements. As a result, the leader's role in dealing with all of the current dynamics is critical.

Leadership is crucial for employees, and the success of an organization is largely determined by the quality of the leader (Ma. et al, 2016). All leaders have the primary responsibility of inspiring and assisting each group member in carrying out their obligations (Cândida, Júlia, & Parreira, 2014; Dabke, 2016; Ma, Kwok, Yuen, Wai, & Lee, 2016). All types of organizations, including the Bhina Raharja Savings and Loans

Cooperative, will experience organizational dynamics and the function of leaders as described above. However, this organization is intriguing because of its ability to adapt and change the situations. As evidence, it has transformed to a nationwide legal firm, and has a number of branches in Java Island and plans to grow throughout Indonesia. Bhina Raharja utilizes the leadership style accommodating to varied existing conditions as a cooperative that is able to thrive and exhibit the greatest performance in facing the tight competition.

This has been proven by the award of the best MSME driving force both in Central Java and in national cooperatives. In 2013 it got the top 50 best cooperatives. This is not easy especially for the beginners in the cooperative service. The philosophy of the cooperative's name, which is its own energy in advancing the cooperative, cannot be separated from the achievements inscribed. *Bhina* translates to "build," "assist," and "educate." *Raharja*, means happiness. This spirit is still being applied to achieve the organization's ideals. Furthermore, rather than having to lay off employees, problems that arise within organizations are always resolved peacefully and mistakes are corrected. The cooperative's ability to overcome various problems and achieve goals is inextricably linked to its leadership. This is a fascinating and unusual phenomenon that deserves to be examined further.

The numerous accomplishments listed above are inextricably linked to the leadership demonstrated by top leaders in responding to various challenges. Starting with changes in the organization's business direction and progressing to accomplishments for the sake of achievement on a local and national level. The leadership within an

\* Corresponding author. Tel.: +6285233023717.

Email: [syahrul.alim@universitasbosowa.ac.id](mailto:syahrul.alim@universitasbosowa.ac.id)

<https://doi.org/10.21924/chss.1.2.2021.16>

organization has a significant impact on the organization's performance. If a leader's role is fulfilled to its full potential, the company will advance and develop (Alim & Hidayat, 2018). Furthermore, this success instills a spirit of competition within the organization as a whole, boosting the confidence of all branch leaders in achieving goals in their respective offices. As a result, an organization's progress will be determined by its top leadership (Cândida et al., 2014; Cummings & Worley, 2009; Dabke, 2016; Ma et al., 2016).

The ability of a leader to develop work effectiveness in companies is essential. The factor of facilitator is one of the aspects that must be examined (Cummings & Worley, 2009). A leader who lacks expertise in the field of facilitation will make the organization more chaotic, disputes will develop more frequently, and, as a result, organizational performance will suffer (Cummings & Worley, 2009). The facilitator function is essential for a leader to ensure that all subordinates can work together and form relationships. A leader who values the importance of interpersonal relationships among coworkers and their ability to handle any problems will foster a positive company climate, which will influence the expected job productivity (Cummings & Worley, 2009).

Someone with a powerful and dynamic personality is referred to as a leader. It correlates with a person's personality type (Judge, Bono, Ilies, & Gerhardt, 2002). He or she will use all of his or her skills to attain a goal. Essentially, the definition of leadership varies dependent upon the perspective from which it is viewed. Leadership is more about a person's action and how the action affects others (Barr & Dowding, 2009). Leadership is a strategy that emphasizes on how the company is formed, such as clear and directed corporate goals, employee connections, incentives supplied, and the culture employed. The most important capital for becoming a competent leader is an ability to lead an organization to achieve its objectives (Barr & Dowding, 2009). Thus, we will investigate the role of leadership in guiding the organization to success and achieving its objectives.

## 2. Methodology

The exploratory case study approach was used as the mode of inquiry. It is particularly useful to employ when there is a need to obtain an in-depth understanding of an issue, event or phenomenon of interest, in its natural real-life context (Crowe et al., 2011). This method aims to uncover more information about leadership variables from multiple perspectives. In-depth study was undertaken of one particular 'case', which could be a site, individual or policy (Green & Thorogood, 2009).

Four participants were interviewed in-depth using the semi-structured interviews. It took place in the end of 2018 at the cooperative offices in Semarang and Jogjakarta. All data were coded into themes and subthemes, and the data were analyzed using thematic analysis (Creswell, 2003, 2012; Krippendorff, 1980). Although the number of participants in a qualitative study is small, in-depth interviews are useful in exploring phenomena that would otherwise be impossible to investigate using a quantitative research design (Russell & Gregory, 2003).

Data collection included two sources: from the top leader in the organization and from subordinates to verify the information. We gathered data through in-depth interviews

with four respondents to analyze the required organizational dynamics. The respondents were chosen based on the length of time they have worked, experienced the up and down of organizational life, and, of course, they are the most knowledgeable about the leadership characteristics used by the top leader.

The cooperative's top leader, Mr. ATN, was the first respondent. We would like to understand about his thoughts on leadership skills. Other three respondents were Mr. ATN's direct subordinates who have worked for decades in various departments. The goal was to see if there is a link between the interview results and the subordinates who have been under Mr. ATN's leadership for a long time.

The interview process was carried out in a semi-structured approach and emphasized on three main components, namely: (1) a brief history of organizational development, (2) interaction within the organization, (3) leadership both leader and the subordinate's perspective. To determine behavior categorization, the data analysis technique started by determining the general theme of each interview result and by dividing it into sub-themes (Creswell, 2003).

## 3. Results and Discussion

### 3.1. Brief history of organizational development

Bhina Raharja cooperative was founded in 1984 in Sidowayah with Mr. ATN as the leader. At the beginning of its establishment, this cooperative was in the form of a multi-business cooperative to help pottery craftsmen in capital and marketing by selling their products. Over time the cooperative is growing. However, a challenge emerged when the pottery market declined. Responding to this situation, Mr. ATN and other cooperative administrators worked hard to find solutions for the sustainability of the cooperative business. One of the actions taken was to convert into a savings and loan cooperative. They thought that in this way cooperatives could be more productive and promise to be developed more. This initiative turned out to be profitable with the increasing number of cooperative members so that the difficult situation at first could be easily overcome.

*"Ee... initially it was 1984, I lived in Sidowayah area where most of the people were pottery entrepreneurs. Now they have the same problem, namely lack of capital. Finally, 36 people gathered and agreed to establish a cooperative to overcome all the existing problems. I was appointed as the chairman until now. Initially, the form of the cooperative was still in a Multipurpose Cooperative by collecting pottery products and helping to sell pottery. . ."*

This improved situation was exploited by changing the direction of the cooperative from the district level to the provincial one. Over time, cooperative is growing not only in Central Java but also in East Java and the Special Region of Yogyakarta. At that time, the cooperative made a significant progress and was trusted by the society.

*". . . pottery is getting sluggish. According to government regulations, if you focus, you may choose a business field that is more productive and can be developed even more. Yes... finally, our management agreed to change it to a Savings and*

*Loan Cooperative in 2003. Due to the wider membership area, it became the cooperative' memorandum of association was changed from the regency level to the provincial level, having a provincial legal entity. Finally, it expanded again to East Java, West Java, and Yogyakarta so that it developed again into cooperatives with national legal entities."*

*...well, if that's a lot... I try to remember... most recently in February last year, just to coincide with the President's Anniversary, I received an award as the best MSME sector mover in Central Java. In 2013 it received the title of the top 50 best cooperatives. In addition, I also received an award for driving national cooperatives that year. There are many others, I don't know if they are mentioned one by one.*

Following this development, the cooperative changed its legal entity into a national legal entity. Under the leadership of Mr. ATN, this cooperative has won several awards at the national level. This is concrete evidence that Mr. ATN is able to apply appropriate leadership in leading the organization, both with employees and with parties related to the organization's business.

### 3.2. Interaction within the organization

The success of Mr. ATN in leading his organization cannot be separated from the leadership character that has been implemented. First, integrity as a leader becomes the main thing to do in building up a business. Integrity here is defined as firmness to the moral code, which is reflected in honesty and harmony between what is thought, said and done. It can be raised by consistency between speech and behavior, especially in dealing with business partners and teamwork. This will create people trust so that they entrust their capital to ATN's business. From the point of view of the Bugis community, integrity as above is known as "*taro ada taro gau*" meaning that what is said must be in line with what is done (Mashuri, 2015).

*"The first key is being able to create trust in other people, automatically when that trust is obtained, capital will come on its own, but to build that trust, it is not that easy for people to believe, it is full of winding lanes. Especially at least we have to be consistent, whatever, for example... we owe money and then we are given time to repay the debt, given the maturity, even though the person does not need the money... still we have to return it according to the agreement, whatever happens, . . ."*

In their interactions with members, personal integrity becomes an important thing that is highlighted in the hope that it will become a role model for its members. Personal integrity refers to an individual being committed to personal values (Schöttl, 2015; van Luijk, 2004). The positive actions he did want to be used as an influence so that members can follow what the leader hopes. Even daily examples become behaviors to be exemplified to support organizational activities.

*"Then the others, we have to be discipline in any fields, especially time, we also have to be discipline, for example, it is 7 o'clock when it is time to go to work... we have to start at that time, we also have to be discipline in other fields. For example, we pay income to employees, it must always be paid on time, no matter what happens. With that, employees feel they have a responsibility and feel cared for, so they have an attachment to the company."*

To appreciate the performance of members, Mr. ATN also applies rewards for members who excel, show a good personality, and pay attention to each of his employees. The leadership style above is in accordance with the transformational leadership style that tends to be able to influence subordinates (idealized influence), shows the clarity of long-term vision and is able to inspire. Transformational leaders are able to provide motivation for their subordinates to improve organizational performance (Thu, Mia, Winata, & Chong, 2017).

*At least, we also have to respect the work of employees, if it is good, we must reward it, those whose performance is not good, then we must educate, and stimulate so that their performance is better. Besides that, at least we also have to build a network, so if we want to develop in any direction, there are links that can help us. One thing that is no less important is not to be bored, because every job if done happily and wholeheartedly the results will be maximized. The point is to "love" your work because all heavy problems will be light. Income will follow the results of our efforts. The most important thing is, being able to adjust the input and output, and do not have a big peg than a pole. For example, if you can only produce 10 million, then half of it should be used to pay employees and the remaining 5-10% is used for other things. If you can do all of this then the trust of outsiders will be even better. By maintaining this trust, the company's name will also be more famous, the more people who are familiar with the company name, fortune will come by itself.*

*What is clear is that so far, evaluations have been carried out for employees, the good ones will get rewards, for example the award as the best employee of the year. In addition, training or education is usually carried out, in collaboration with educational institutions to increase human resource capabilities. The most important thing is to instill trust in employees, pay attention.*

The second character is balanced processing that refers to leaders showing that they objectively analyze all pertinent data before making a decision. In this balanced processing, Mr. ATN prioritizes customer satisfaction. He is well aware that the progress of his business is also related to various outside parties, especially his customers. For this reason, being friendly and willing to understand the customer desires has become a must. When the customer has various desires or out of the ordinary, Mr. ATN tries to fulfill the request as long as it does not harm him and contrary to his integrity values.

*". . . second, we must at least be wise, friendly, and brave to give in. dare to give in. This means that maybe some customers are angry... let's go, forget it. It is okay, we do not lose anyway. At that time, we were not just looking for material things, but we prioritized our brotherhood, and we took care that the relationship was still good."*

Customer satisfaction is seen as a means of communication in fostering good relationships with customers. The ability to balance processing is also evident when the cooperative changed its focus due to the unfavorable initial business climate. It took a variety of information and analysis to be able to change the course of the organization and then be able to overcome any existing challenges.

### 3.3. Leadership from the subordinate's perspective.

The picture of leadership applied by the leadership of the

Bhina Raharja (Mr. ATN) is projected in the form of superior personality characteristics felt by his subordinates. Mr. ATN is known as a leader who is sensitive and cares about the needs of employees. He is willing to share with his subordinates even though it involves personal problems. For employees, he is protective, honest, simple, and able to listen and accommodate ideas, complaints, and input from employees or parties related to the organization's business.

*Yes, he is always willing to listen to ideas from his subordinates, especially if it is felt that they can advance this cooperative. He always appreciates any input that is conveyed and felt by his employees. Not only input, but you also know, any complaints from employees are always there. He can respond them well. Even in the early days of this cooperative, he immediately included a personal telephone number for the complaint line, not only from employees but also from members or customers of this cooperative. For us, he is a very good leader. He always fulfills what we need, and it makes us feel much appreciated by him. We also make our work more comfortable, work wholeheartedly... (Mr. AD)*

In achieving his goals, he always motivates employees to work honestly, sincerely, and always happy at work because this determines the success. If a problem is seen difficult to be solved, then he is believed to be able to provide a solution by continuing to guide the employees to think of. He is known to be tenacious and able to solve any problems properly and correctly. In his relationship with all employees, he does not discriminate between each of his subordinates. He really cares for the hearts of his subordinates so that they can work optimally. When a problem arises, he will deal with it professionally but is still polite in giving advice. He is very detailed on the work of subordinates, especially on jobs that involve money.

*For me, he is already a good leader... He is a simple leader and respects employee performance, is close to his employees, so, he is the kind of person we expect. So far, he always motivates his subordinates in a way that is acceptable to everyone. He rarely gets angry, but he is still firm... (Mrs. Sty).*

*He is willing to share any knowledge with us in various matters, even in personal matters in daily life. He always motivates us to work sincerely, genuinely, honestly, and happily. We as employees also feel that working sincerely, genuinely, honestly, happily really makes us happy and feels that we are part of the progress of this cooperative. He made us not only happy in work but also happy in living our daily life, especially with family. We feel that what we have received so far is a blessing. He also always rewards us when we are able to excel. Traveling or outbound are the examples, we are free to play, let go of the workload for a moment, relax, get closer to all employees. He also played mingle with all of us, joined in the fun. (Mr. Ad).*

The employees with good performance will be given rewards either praise or bonuses, because by giving these rewards, every employee is competing to give his or her best performance. He is also known as a leader who is very accommodating to the ideas of subordinates who support the progress of the organization. He strongly supports his subordinates to continue to innovate in the face of increasingly fierce business competition. He believes in innovation and creativity of subordinates so that subordinates will always try

to develop their ideas for the betterment of the organization.

*I like when I was given the trust as the new branch head, at that time I was still not confident. What I always remember from his words at that time was to be a nurturing leader, honest, thorough, and most importantly consistent. The leader must be able to keep his promises, that is what he told me. While when I become the head of a new branch, it is like having to cut down, I have to do a survey, I have to have my own strategy to grow, so every time I almost give up, I try to consult with him. He is very open to receive me every consultation (Mr. Ag).*

*Well, in the office, even though he is close to us, if we make a mistake, he still firmly reminds us, especially if it is related to the satisfaction of members and other employees. He always reminds us like a father giving advice to his son, so yes we are still comfortable but what he says also remains in our hearts and minds. Oh yes... He always trusts us to improve this cooperative, he said that we who are younger usually have innovations that sometimes he does not think of so he needs us to develop this cooperative to be more advanced. From the way he puts his trust in us, from the way he treats us so far, all of that makes us really respect him as a leader. When asked what kind of leader we are looking for, yes, we do not have to look for it anymore, we are grateful to have a leader like him. (Mr. Ag).*

According to him, this organization is our organization together, the progress and decline of the organization will depend on the performance of all of us. He always shows compassion for all his employees, avoids division and always puts forward a sense of brotherhood. The sense of belonging to the organization is emphasized so that every job can be done with enthusiasm and will give satisfactory results.

*It is good to ask him for advice, I was invited to think for myself, analyze myself, he just guided me. But that is how I become more sensitive to the conditions that I have to face... I know what to do faster. I am the only new one, he can accept well in every consultation, not all leaders can do that,...(Mr. Ag).*

*He always gives us space for consultation every time we meet once a month with him. if our solution is good, usually he immediately praises us, it feels right like that, I am proud. If our solutions do not suit him, he usually calms down, patiently explains what is not right, continues to give really good input, in fact he never hurt us as his subordinates at all. (Mr. Ag).*

*Moreover, regarding the bookkeeping, he is very thorough, the accountability for only 500 rupiahs must still be sought if there is a balance sheet discrepancy. He is also very nurturing his subordinates, never discriminate, can mingle with anyone. Simply put, he is the one we always want to emulate. The value of his simplicity has always been taught to us, including not being able to humiliate others. (Mrs. Sty).*

The leadership style practiced by the top leader clearly refers to two main dimensions that have been in sync with one another, i.e. the professional and personal dimensions. The professional dimension refers to behaviors that perfectly support organizational goals, particularly in material aspects, such as thorough/detailed, consistent, firm, polite, trust, fair, decision maker, tenacious, discipline, and motivator. The ability of the top leader to investigate financial reports in detail in order to support transparency exemplifies this simple behavior. Consistent both speech and behavior. If an error is found, he is firm in his assumption that it is incorrect, but he is

doing friendly and politely. Problems are always resolved calmly, and he instills confidence in each of his subordinates that they are capable of dealing with a variety of problems. He is a hard-working person who is tenacious and always motivates his subordinates when confronted with challenges.

The personal dimension, on the other hand, refers to the behavior of leaders who tend to support organizational achievement in terms of subordinates' psychological well-being. Empathy, honesty, simplicity, sincerity, brotherhood, sensitivity, flexibility, openness, and calm are some examples of these behaviors. He can place himself as a friend and empathize with his subordinates' feelings. Empathy correlated with moral engagement (Gholiyah, Nashori, & Diana, 2021). All employees are not ashamed or afraid to freely express their grievances. He is believed to be capable of finding the best solution to any problems his subordinates may be facing. He believes that the organization's progress is measured not only in terms of material success, but also in terms of organizational fraternity. With a sense of brotherhood, it will foster a sense of belonging and stimulate the emergence of awareness to work optimally and willingly bring out all of their potential in working together to advance the organization. The greater an individual's prosocial expenditure, the more likely they are to be happy and satisfied (Utama, Palani, & Rabbani, 2021).

Based on the information above, we can deduce the essence of Mr. ATN's leadership style in table 1:

Table 1. Leadership style of Mr. ATN

Personal	Professional
Truthful	Thorough/detailed
Modest	consistent
Sincere	firm
Heartfelt	polite
Brotherhood	trust
Sensitive	fair
Empathy	decision maker
Flexible	tenacious
Openness	discipline
Calm	Motivator

Leadership is a social construct that revolves around relationships. The ability to unite the human spirit in the name of transformation and consciousness evolution is a group endeavor, so a leader's success or failure is deeply rooted in human nature (Ellington, 2016). Leadership as a process of motivating others to work collaboratively to accomplish great things (Vroom & Jago, 2007). In business settings it is studied to get a sense of the immediacy of commercial constraints (Bryman, 2004). Also, it correlates with a person's personality type (Judge et al., 2002).

The leadership characteristics generally emphasize on rationality aspects and professionalism. Empathy is considered as least important among the 10 leadership qualities (Holt & Marques, 2012). In contrast, the leadership styles found in this study were unique. It tended to focus on the essential factors as human beings, such as brotherhood, sincerity, or sensitivity.

Life satisfaction and happiness are not always viewed from the amount of income or other material elements, but also in non-material factors, such as togetherness and social relationships. It also has a tendency to inspire a shared vision, enable others to act, and encourage the heart (Kauzes & Pozner, 1997).

The characteristics of leadership listed over have a positive relationship with transformational leadership. Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are all part of transformational leadership (Barling, Loughlin, & Kelloway, 2002). Transformational leaders are expected to have a positive influence on the reactions of their followers (Bass & Riggio, 2006). He establishes himself as a role model for his subordinates. Transformational leaders energize and inspire their followers by presenting a compelling future vision. They are better able to deal with any rapid changes and an unpredictably changing environment (Jiang & Probst, 2016; Mittal & Dhar, 2016).

The leadership above was found very similar to the top leader's leadership behavior in the Bina Raharja cooperative. On the other hand, the emphasis on togetherness, brotherhood, trust, friendship, and flexibility has not been accommodated. Again, the organization's objectives are not only to achieve material benefits, but also to foster a sense of brotherhood among its members. This type of leadership refers to compassionate leadership. Thus, we conclude that this leadership style refers to the term "Compassionate Leadership".

Compassionate Leadership emphasizes the aspect of trust, both to employees and those associated with the organization (West, Eckert, Collins, & Chowla, 2017). A compassionate leader encourages employees to talk about their problems and to provide support for one another. Trust is the basic capital in knitting organizational success. In addition, a leader must also keep his promise; the promise is a debt and must keep the promise without hiding behind thousands of excuses.

Furthermore, consistency in working, trying, and giving employees' rights is something that must be maintained for success in the organization. Some of the attitudes above will lead to the trust of employees or parties related to the organization so that it will make it easier to achieve organizational goals (Poorkavoos, Jenkins, Clayton, Lucy, & Bradley, 2016; West et al., 2017). This type of leadership is similar to relational approaches like servant leadership, which emphasizes empathy, awareness of staff needs, commitment to people's growth, and community building as essential to taking care of those who provide care (Neill, M.W. and Saunders, 2008; Waterman, 2011).

Leaders who apply compassionate leadership are known for their wise, friendly, communicative and friendly personalities. The type of personality above is able to make the attachment of members, harmonious and a pleasant mood. In addition, having the courage to give in and promoting brotherhood is a unique thing in a business organization. Great leadership works through the emotions (Goleman, Boyatzis, & Mc Kee, 2004).

This is an example of anti-mainstream leadership, which believes that material accomplishments are not always the best indicator of organizational success. This style of leadership places a greater emphasis on interpersonal relationships both within and outside the corporation. The warm and loving

relationship within the organization is essential to the organization's success. The most important aspect of organizational goals is internal cohesion within the organization. If everything runs smoothly and well inside, the organization will eventually move in the desired direction.

The context of Indonesian society, which is communal will prioritize social relations rather than individuals so that sometimes the leadership succumbs or even does not get material benefits for the common good. In other words, the value of brotherhood becomes an important consideration in the organization. Compassionate leadership may necessitate a greater investment of time and energy on the part of the leader or manager. Compassion is rarely a convenient fit for a hectic schedule. It will, however, foster a trusting working environment, encouraging those beneath us to experiment and innovate without fear of being penalized (Lian, 2020).

The next form of Compassionate Leadership is to have sensitivity to employees, sincerity and enthusiasm, and wholeheartedly love their work. Emotional empathy involves a shared experience of another person's emotional state, including joy or sadness (Zulueta, 2016). This sensitivity can be in the form of feelings or conditions faced by employees that seem to interfere with the employee's performance, such as work problems, or employee rights. A leader who applies Compassionate Leadership will easily empathize with others and be willing to provide solutions to the problems he or she faces.

He or she sincerely and passionately devotes his or her attention to both his or her duties and responsibilities as well as those related to his or her social relations. According to Tappen et al. (2004), there are some of the most basic things needed when becoming a leader, namely: (1) Setting direction: mission, goals, vision and purpose; (2) Building commitment: motivation, spirit, and teamwork; (3) Confronting any challenges: innovation, change, and turbulence. The three points above are the main keys for a leader in an organization so that the organization he or she leads can progress and develop (Hodges & Howieson, 2016).

Some of the things above have been carried out by Mr. ATN in directing his current organization. He has very clear goals and is always open to two-way communication with his subordinates. In addition, motivational words become his daily habit, either delivered directly or through employee social media groups. The last point has also been worked out. For him, the organization will disband if the innovation aspect in the organization is forgotten. The points above have all been implemented so that the organization he leads is able to compete and develop from year to year. In closing, compassionate leadership always tries to maintain intrapersonal relationships, maintain relationships and even expand relationships. For him, success in an organization does not only come from the personal advantages we have but also is influenced by the number of good relationships /links/channels and networks that work together to achieve organizational success.

Last but not least, the administrative functions of the organization's income and expenses must be recorded in as much detail as possible. Income and expenditure must be inversely related. The income must be more than the expenditure and the income can then be diverted to

organizational development.

#### 4. Conclusion

In general, the leadership concept built within the Bhina Raharja tends to be transformational. Leaders position themselves as someone who is always there and able to set an example for their subordinates. However, there are special characteristics that tend to be different, and anti-mainstream leadership, such as: (1) Trust in others/maintaining trust; (2) Simple appearance, wise and friendly; (3) Willing to give up for the common good; (4) Prioritizing brotherhood/brethren; (5) Being sensitive and empathetic towards employees; (6) being sincere; (7) Loving to work and flexible. The characteristics of leadership above by researchers were then labeled with the term Compassionate Leadership. Further research on leadership will be more interesting if it is conducted in foreign-owned companies. This will provide information about what kind of leadership is applied to the business and whether aspects of compassionate leadership are also found there.

#### References

- Alim, S., & Hidayat, R. (2018). Psychometric properties of performance appraisal instrument: individual work performance questionnaire (IWPO). (Unpublished thesis). UGM, Yogyakarta.
- Barling, J., Loughlin, C., & Kelloway, E. K. (2002). Development and test of a model linking safety-specific transformational leadership and occupational safety. *Journal of applied psychology*, 87(3), 488–496.
- Barr, J., & Dowding, Leslay. (2009). *The nature of leadership* (2nd ed.). UK: Sage Publications Ltd.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. (Mahwah, Ed.) (2nd ed.). New Jersey: Lawrence Erlbaum Associates, Inc.
- Bryman, A. (2004). Qualitative research on leadership: A critical but appreciative review. *The leadership quarterly* 15, 729–769.
- Cândida, R., Júlia, M., & Parreira, P. (2014). Effective leadership : Competing Values Framework. *Procedia Technology*, 16, 921–928.
- Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, California: Sage.
- Creswell, J. W. (2012). *Research Design* (Third). Sage Publication, Inc.
- Crowe, S., Cresswell, K., Robertson, A., Huby, G., Avery, A., & Sheikh, A. (2011). The case study approach. <http://www.biomedcentral.com/1471-2288/11/100>
- Cummings, T. G., & Worley, C. G. (2009). *Organization development & change*. (9th ed). Mason, USA: South-Western Cengage Learning.
- Dabke, D. (2016). Impact of Leader' s Emotional Intelligence and Transformational Behavior on Perceived Leadership Effectiveness: A Multiple Source View. *Business Perspectives and Research* 4(1) 27–40.
- De Zulueta P. C. (2015). Developing compassionate leadership in health care: an integrative review. *Journal of healthcare leadership*, 8, 1–10. <https://doi.org/10.2147/JHL.S93724>
- Ellington, L. (2016). *The Neurobiology of Compassionate Leadership*, 1–17. Retrieved from <https://www.cmhnetwork.org/wp-content/uploads/2021/05/The-Neurobiology-of-Compassionate-Leadership.pdf>
- Gholiyah, Y. D., Nashori, H. F., & Diana, R. R. (2021). The effect of empathy to bystander' s role towards bullying at school through moral disengagement as a mediator. *Communications in Humanities and*

- Social Sciences, 1(1), 16–23. <https://doi.org/10.21924/chss.1.1.2021.11>
- Goleman, D., Boyatzis, R., & Mc Kee, A. (2004). *Primal Leadership, Realizing the Power of Emotional Intelligence* (1st ebook). Harvard Business School Press.
- Green, J., & Thorogood, N. (2009). *Qualitative methods for health research*. (2nd ed). London, UK: Sage publication.
- Hodges, J., & Howieson, B. (2016). The challenges of leadership in the third sector. *European Management Journal*, 1–9.
- Holt, S., & Marques, J. (2012). Empathy in leadership: appropriate or misplaced? an empirical study on a topic that is asking for attention. *J Bus Ethics*, 105:95–105.
- Jiang, L., & Probst, T. M. (2016). Transformational and passive leadership as cross-level moderators of the relationships between safety knowledge, safety motivation, and safety participation. *Journal of Safety Research*, 57, 27–32.
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: a qualitative and quantitative review. *Journal of Applied Psychology*, 87(4):765–780.
- Kauzes, J. M., & Pozner, B. Z. (1997). *Leadership challenge, how to keep getting extraordinary things done in organizations*. The Jossey Bass Management Series. San Francisco, California: Jossey-Bass Publishers.
- Krippendorff, K. (1980). *Content analysis: An introduction to its methodology*. Beverly Hills, CA: Sage Publications.
- Lian, A. B. (2020). Compassion : At the Heart of Management and Leadership, (9). Retrieved from [https://www.msf.gov.sg/ODGSW/social-insights/Documents/Compassion At the Heart of Management and Leadership.pdf](https://www.msf.gov.sg/ODGSW/social-insights/Documents/Compassion%20At%20the%20Heart%20of%20Management%20and%20Leadership.pdf)
- Ma, Y., Kwok, R., Yuen, K., Wai, E., & Lee, M. (2016). Effective leadership for crowd evacuation. *Physica* 450, 333–341.
- Mashuri, M. F. (2015). *Nilai budaya siri na pacce dengan komitmen perkawinan pada etnis bugis-makassar*. UMM. Retrieved from <http://eprints.umm.ac.id/id/eprint/23617>
- Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity : A study of tourist hotels. *Tourism Management*, 57, 118–127.
- Neill, M.W. and Saunders, N. S. (2008). Servant Leadership-Enhancing quality of care and staff satisfaction. *Journal of Nursing Administration*, Vol. 38 No, 395-400.
- Poorkavoos, M., Jenkins, M., Clayton, H., Lucy, D., & Bradley, A. (2016). Research Paper Compassionate Leadership: What is and why do organizations need of it? Retrieved from <https://www.roffeypark.ac.uk/wp-content/uploads/2020/07/Compassionate-Leadership-Booklet.pdf>
- Russell, C., & Gregory, D. (2003). Evaluation of qualitative research studies. *Evidence-Based Nursing*, 38. <http://dx.doi.org/10.1136/ebn.6.2.36>
- Schöttl, L. (2015). *The concept of moral integrity and its implications for business, KICG-Forschungspapiere*. Konstanz. Retrieved from <https://www.econstor.eu/bitstream/10419/125929/1/845676571.pdf>
- Tempo, D. (2021, February). Jumlah UMKM di Indonesia. *Data Tempo*. Retrieved from [https://data.tempo.co/data/1111/jumlah-umkm-di-indonesia#:~:text=Pada 2016%20 tercatat ada 61,UMKM mencapai 64%20C Juta](https://data.tempo.co/data/1111/jumlah-umkm-di-indonesia#:~:text=Pada%202016%20tercatat%20ada%2061,UMKM%20mencapai%2064%20Juta).
- Thu, T., Mia, L., Winata, L., & Chong, V. K. (2017). Effect of transformational-leadership style and management control system on managerial performance. *Journal of Business Research*, 70, 202–213.
- Utama, R. Y., Palani, H., & Rabbani, A. Z. (2021). Giving more enhances your happiness : Evidence from Indonesia. *Communications in Humanities and Social Sciences*, 1(1), 24–34.
- van Luijk, H. (2004). Integrity in the Private, the Public, and Corporate Domain. In G. G. Brenkert (Ed.). *Corporate Integrity and Accountability*, 38–54.
- Vroom, V. H., & Jago, A. (2007). The role of the situation in leadership. *American Psychologist*, (62), 17–24.
- Waterman, H. (2011). Principles of ‘servant leadership’ and how they can enhance practice. *Nursing Management*, Vol.17, 24–26.
- West, M., Eckert, R., Collins, B., & Chowla, R. (2017). Caring to change, (May). Retrieved from [https://www.kingsfund.org.uk/sites/default/files/field/field\\_publication\\_file/Caring\\_to\\_change\\_Kings\\_Fund\\_May\\_2017.pdf](https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Caring_to_change_Kings_Fund_May_2017.pdf)