
EXPLORING HEART LEADERSHIP MODEL: A CASE STUDY AMONG LEO DEHON CATHOLIC EDUCATION FOUNDATION IN INDONESIA

Fransiskus Edi Setiawan¹, Caecilia Wahyu Estining Rahayu²

Universitas Sanata Dharma, Jawa Tengah, Indonesia

francisedi76@gmail.com¹, caecilia50@gmail.com²

ABSTRACT

Leadership models are crucial in managing Catholic education. It is imperative for leadership to possess specific models capable of resolving institutional or organizational issues. This research focuses on the heart-centered leadership model employed by the Chairperson of the Leo Dehon Indonesian Catholic Education Foundation. The study aims to explore this heart-centered leadership model and understand its dimensions within the Leo Dehon Catholic Education Foundation. Conducted using a qualitative research method with a descriptive single-case study design involving 11 staff members as research informants, the findings indicate the pivotal role of the Chairperson in driving positive change within the Leo Dehon Catholic Education Foundation. The Chairperson upholds noble values such as compassion, care, preparedness, sacrifice, optimism, and openness, all of which are reflected in the foundation's vision. Furthermore, the Chairperson sets an example through words, actions, and behaviors that embody sanctity, knowledge, and wholehearted dedication to service. This leadership example motivates self-development among members, staff, and employees. Moreover, the Chairperson reinforces organizational awareness by instilling a sense of ownership and responsibility towards the foundation. Consequently, this research implies that the leadership brought forth by the Chairperson has a significant impact on directing positive changes and fostering a resilient organizational culture. The leadership exemplified by the Chairperson influences the spirit and performance of individuals within the foundation, shaping a strong organizational identity based on upheld values.

Keyword: heart leadership model, educational leadership, spirituality, educated person, wholehearted services.

Corresponding Author: Caecilia Wahyu Estining Rahayu

E-mail: caecilia50@gmail.com



INTRODUCTION

The flow of global life that continues to grow and develop has created various areas of human life that are changing rapidly (Sugiardi, 2021). There no exception in education was also affected. Various educational institutions, especially educational institutions in the Catholic private sector, face serious challenges in order to be able to keep up with the movement of change. If Catholic education is no longer renewed and does not follow the demand times, then Catholic education is no longer able to create human beings who are quality. Therefore, the ability of educational institutions to respond to challenges is essential for their survival in the future.

In the educational process, one of the important pillars is the role of leadership education in carrying out its duties and functions. Leadership is a role that is very urgent in education today. Educational leadership is a capability in the process of influencing and coordinating other people with education and implementation of education so that activities can take place more efficiently and effectively in achieving educational goals (Atladottir, 2020). An educational organization is

successful or failed if the applied leadership model cannot influence subordinates (Purwanto et al., 2020).

This paper reports on a case study exploring the heart leadership model in catholic education that a universal, harmonious and integral education can educate students to become fully human.

In reality, the leadership of a Catholic educational institution is not always running smoothly. Today's Catholic education faces many global challenges that threaten the existence of Catholic schools. The big challenge must be faced is a moral-spiritual crisis today that tends to lead to materialism and individualism. In education, the curriculum leads to achieving materialistic things, namely the pressure on the cognitive aspect psychomotor, while affective aspects are often not given much attention (Nurkhairina & Istiningsih, 2021).

The Leo dehon catholic education foundation Foundation, formed in 2015, is located on Jl. DI. Panjaitan Kav. 46, Rawabunga, District. Jatinegara, East Jakarta City, DKI Jakarta Province, is one of the Catholic educational institutions belonging to the Congregation of the Priests of the Sacred Heart of Jesus (SCJ). The Congregation is a religious congregation founded by Father Yohanes Leo Dehon on June 28, 1878. The Leo dehon catholic education foundation Foundation is called to participate in the educational process by educating students to become complete humans in their time. In carrying out educational leadership, The Leo dehon catholic education foundation Foundation adheres to the heart leadership model as expressed by Leo Dehon, the founder of the Congregation of the Priests of the Sacred Heart of Jesus, "educating a human being does not only give him knowledge that helps him obtain a position in life. Above all, education aims to create in him a noble and noble character, a valuable culture, strong virtues" (Dehon OSO IV, 278). Thus, Leo Dehon formulated a universal, harmonious, and integral Catholic education leadership model.

Based on these problems, it really needs a Catholic education universal, harmonious and integral that can be able to educate students to become fully human so that they can have the provisions to face the demands of life. The following are the aims of this study in the context of Catholic Education in Indonesia: 1) To explore heart leadership models. 2) To investigate the dimension of heart leadership models among Leo dehon catholic education foundation.

METHOD

This research employed a qualitative method research design. Qualitative research method is research that produces descriptive data in the form of written words from people and observed behaviour (Moleong, 2000: 3). Whereas, Creswell defines qualitative research method as an approach to explore and understand a central phenomenon (Cresswell, 2010). The strategy that can be used in this case for qualitative research method is a case study. Case studies as research by defining a particular case with the aim of illustrating unique cases that are unusual and need to be detailed (intrinsic cases) and understand issues, problems, or specific concerns (Cresswell, 2010). As Burns (2000) asserted, "Case study is used to gain in-depth understanding replete with meaning for the subject, focussing on process rather outcome, on discovery rather than confirmation.

The approach method used in this research is a descriptive case study. Descriptive case study is implemented by tracking the events of personal relationships, illustrating sub-cultures that have rarely become research topics and find key phenomena which includes a social environment (Whyte, 1943). Descriptive case studies have been selected, because it is considered capable of describing a

phenomenon and the context of real life where the case occurred (Tukiman, 2018). The case study research design that will be used in this research is a single embedded case design in which the central unit is the organization with the smallest units being individual members and several intermediary units seen as important.

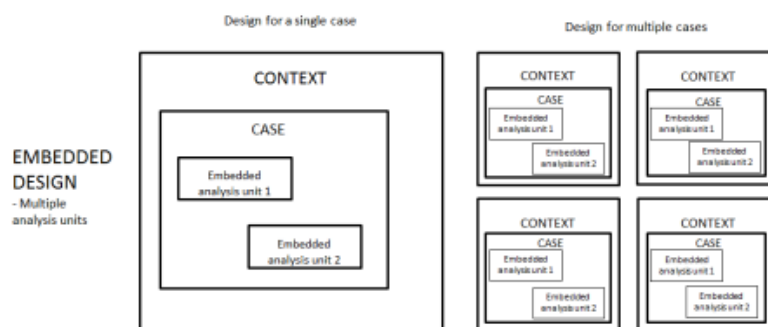


Figure 1. Single embedded case design (Yin, 2013)

This research design was chosen because it was considered capable of providing objective description of the object to be studied. In this case examine the Heart Leadership Model at the Leo dehon catholic education foundation.

This research will be conducted at the Leo dehon catholic education foundation, Jl. DI Panjaitan Kav. 46, Rawabunga, Jatinegara, East Jakarta City, DKI Jakarta Province. The Leo dehon catholic education foundation was chosen as the research because the leadership of this organization was able to overcome difficult times in schools that were under his auspices to become schools that are still able to survive until now, it is even starting to walk towards becoming the high-demand public schools.

In this study, the considerations for the subject of research used, included trustworthy subjects, know, and understand what is to be studied or the subject is the person who has the authority and power to support research. Research subjects are eleven informants who were selected, including: chairman of leo dehon catholic education foundation (1), staffs of the leo dehon catholic education foundation (3), heads of region operational office (2), and head masters (5). In this case, the researcher prioritizes direct data (first hand) from informants. In addition, researchers also made observations in the field and conduct a review of documentation that supports related research.

Tabel 1. Leo Dehon Catholic Education Foundation Staff's and Background

Name	Job	Education	Working Time
SP	Chairman of Leo dehon catholic education foundation	Master of Finance	4 years
SS	Administrative Staff	Associate of office Administrative	8 years
AA	Administrative Staff	Associate of office Administrative	1 year
JM	Financial Staff	Associate of finance	12 years
BT	Head of Jakarta Operational Office	Bachelor of Education	4 years
IS	Head Master of SD Antonius Jakarta	Bachelor of Education	31 years
ST	Head Master of SMP Antonius Jakarta	Bachelor of Education	3 years
WD	Head Master of SMA Antonius Jakarta	Bachelor of Education	26 years

Name	Job	Education	Working Time
SG	Head of Lampung Operational Office	Doctor of Islamology	6 months
IR	Head Master of SMP Yos Sudarso Metro	Bachelor of Education	18 years
JN	Head Master of SMA Yos Sudarso Metro	Master of Philosophy	2 years

As the table indicates, most of them had a education background program. Additionally, they worked from a half of year until 31 years in this catholic education. They also worked in their specialization background.

The validity of the data in the study was carried out in order to produce findings and valid interpretation and acceptable to all parties. Validity check technique used in this study is the triangulation technique, which is part of the degree of confidence criterion. Data triangulation was carried out through crosscheck, namely by the way the interview data that has been obtained is combined with observation or study data documentation. In this study the type of data triangulation used is triangulation sources, namely: 1) comparing the same data from two or more informants; and 2) compare the data from interviews with the results of observation and document review.

RESULTS AND DISCUSSION

The Noble Values

The chairman of leo dehon catholic education foundation has noble values that are able to motivate him in carrying out his duties and responsibilities as chairman of the foundation. Based on the results of interviews and observations, it is known that the noble values lived and practiced by the chairman of the foundation originate from Noble values. From observations on Monday, April 3 2023, it appears that Noble values are clearly displayed on the walls in the living room of the foundation office. Apart from that, these values are also available in each branch operational office and school units, so that everyone who enters the Leo dehon catholic education foundation area can easily read them. These values are also values that are always fought for in carrying out leadership. These Noble values are the driving force, driving force and at the same time guiding the leadership direction of the chairman.

For the chairman, presenting himself as a religious means sharing the congregation's spirituality so that it can be felt in the world of education. The congregation's spirituality includes Noble values, namely: love, compassion, readiness and sacrifice, as stated in the foundation's vision and mission and which are realized in school units. As stated by the chairman of the foundation as follows:

"As a leader, the head of a foundation, especially as a priest of the SCJ, one must demonstrate the noble values advocated and consistently adhere to them" (I.2.2).

The chairman of the foundation emphasized that his presence as chairman of the foundation which is a member of the SCJ congregation, as a Dehonian, is "a way so that the spirituality that the congregation wants to share can be felt" (I.1.5), "as Father Dehon aspires to" (I. 4). This was also acknowledged by JN, Principal of Yos Sudarso Metro High School, that the presence of the chairman of the foundation with his identity "became a public figure seen by students in our schools" (XI. 10). ST added that, "At the monthly mass, the first Friday mass, there he gave his sermon on how we can live this noble values or Father Dehon's spirituality in our lives" (VII.6). The service in the field of education becomes an authentic place of evangelization for Dehonians when they promote the

values that flow from the spiritual expression that is the basis of life, namely Love, Compassion, Readiness, Sacrifice (Dehon, *Oeuvres Sociales IV*, 278).

The chairman of the Leo Dehon Catholic Education Foundation lives, instills and shares this noble value of love by encouraging employees and teachers to have a sense of belonging to the school and the foundation (I.2.3). This is what WD also expressed, "Those who support it as administrators are only volunteers and sometimes they remember the foundation, remember school, yes only at school, when working, not when at home." (VIII.4). The chairman who embodies the value of love in his duties and responsibilities was also acknowledged by IR, "Almost always he is just traveling around, meeting us teachers, employees and children. That greeting made us feel 'humanized' (IX.6). AA added that the chairman was able to appreciate and provide a sense of comfort in his work, as he expressed: "It gives a feeling of comfort, it can consider us as subordinates, but subordinates who are appointed like that... are still respected" (III.5). With this sense of belonging, sense of comfortable, everyone will work more optimally because they make this workplace their own.

Compassion is more than just having empathy and feeling the suffering of others (sympathy), but is a virtue where the emotional capacity of empathy and sympathy towards others is considered part of love itself and is the basis of social connectedness. Larger ones (Alam, 2021). A form of compassion is not just paying attention to those who are poor, suffering and needy, but also comes to getting to know and understand life and the problems that surround them. The chairman instills and shares this noble value of compassion by "realizing that currently we work not only because of work and for a salary, but it is truly a calling to be involved in education" (I.2.3). Therefore, the chairman of the foundation invited all foundation members to "pay special attention to the education of young people, especially those who are less fortunate" (I.2.7.a). SS, stated that: "If there are students who are less well off, they apply for a fee waiver... yes... the foundation will grant it taking into consideration their family background" (II.10). In this way, the chairman was able to pay attention to those in need, especially "those whose needs were not met" (VI.11), listen to his subordinates and be actively involved in activities.

In the *Couronnes d'Amour* (Dehon,), Dehon states that the character of being ready is based on Jesus' readiness to accept the mission from God which includes several basic values, namely: sensitivity to anticipating the needs of God and others; a life devoted to God's will; readiness to do God's will; carrying out tasks with joy.

The chairman instills and shares the noble value of preparedness by carrying out every task and job wholeheartedly, as he puts it: "carrying out every task, job given to the best of his ability" (I.2.2) and "with all his heart" (I.1.4). Readiness is manifested in time discipline; hard work and totality, as expressed by JM that he learned a lot from the chairman of the foundation: "I learned a lot, especially about... em.. discipline and thoroughness in various things" (IV.4). This was also acknowledged by IS, stating "...really extraordinary em... in terms of discipline, in terms of controlling aspects of good" (VI.5). Therefore, SG said that the readiness of the chairman of the foundation was visible in "carrying out his work seriously. In fact, when he had to meet, either for the foundation's branch office or for the development team, he was always present and carried out his duties on time" (X.5).

According to Dehon, the value of sacrifice includes the willingness to take action for others for the sake of the humanization process and the courage to leave the establishment in order to achieve optimal development (Tukiman, 2018). The chairman instills and shares the noble value of sacrifice with a willingness to help others for better development and leave the establishment for optimal development. This willingness to help other people is seen when a member or employee faces a problem, as stated by AA, "when... we face a problem or when we create a problem, he wisely shows us how to solve the problem" (III.3). WD also stated his involvement in helping other people towards better things, "And in doing that, the priest was also involved in the work" (VIII.6).

The Optimism

The chairman is optimistic about the development of the foundation which will be able to motivate him in carrying out his leadership. This optimism is also part of the foundation's chairman's struggle to become better from day to day. As stated by the chairman of the foundation as follows:

"This foundation is heading towards improvement compared to before. We are also starting to enhance the financial system, administration, and reports to make them easier to understand, and we are open and transparent with teachers and employees about it"(I.1.).

This optimism grew from within the chairman of the foundation because he had a sense of ownership and responsibility for the continuity of the Leo dehon catholic education foundation Foundation. This optimism is also supported by the foundation's vision, namely to become a Catholic educational institution that is intelligent, skilled and has a Dehonian character. Similar sentiments regarding optimism regarding the development of the foundation were expressed by foundation staff, SS (II.3); "Many developments have occurred, especially in terms of developments and administration." Even IR (IX.3), added: "In the past, these schools were almost closed due to financial shortages as well as a lack of students. "Now the number of students has started to increase every academic year."

The Openness

For the chairman openness is the basis for good relationships and communication. Openness between one another makes the working atmosphere comfortable. With a comfortable atmosphere, all staff, members and employees can work optimally. This happened as stated by the head of the foundation, "We have to be open, we have to decide together so that it can become a comfortable joint movement" (I.1.5). WD stated that this openness was also visible in financial matters when there were foundation employees who were in dire need, "He was very open to providing assistance to employees who needed help. If someone has difficulty, the priest is ready to help" (VIII.10).

This openness is also visible when meetings or conferences discuss matters that are useful for the development of the unit or foundation. This was expressed by ST: "He gave all employees per unit the opportunity to have a dialogue, discuss the existing rules" (VII.7). BT also emphasized that, "He was willing to listen to many people who came with various problems in his work environment, and also greeted people" (V.8). Thus, openness is fundamental in building relationships and communication between various parties involved in developing the foundation. The openness practiced by the chairman of this foundation can be a form of example for members so that they can feel comfortable at work and can work optimally.

The Model

The chairman continuously strives to set an example for his members, staff, employees and teachers. This example is shown by carrying out duties and responsibilities as best as possible and wholeheartedly. WD, emphasized this, that: "How he speaks, how he acts..., yes, he sets an example in everyday life" (VIII.5). This is in line with what he has expressed, "I am working, carrying out the duties entrusted to me to the best of my ability (I.2.2) and with all my heart (I.1.4)." He even added that working is like taking care of the house. If something is not appropriate or something isn't good and makes you uncomfortable, it needs to be repaired.

The chairman provides a visible example in terms of discipline. This was expressed by BT, Secretary of the Foundation, "He is able to carry out the chairman's duties well, can show an example of discipline to his subordinates" (V.5). The same thing was also expressed by JM, Foundation Finance Staff: "I learned a lot, especially about... em.. discipline and accuracy in various things" (IV.4).

The model shown also seen in the involvement of the foundation chairman in completing things that are really needed in the units. WD expressed this: "Schools can be made neat. And in doing that, the priest also gets involved in the work" (VIII.6). ST, also expressed the same thing: "Father is a role model, what we see is how humble he is, meaning that he truly lives Dehonian spirituality in our environment" (VII.5). Based on the results of observations, on Tuesday 4 April 2023, the chairman inspected the construction of the new elementary school building on Bidara Cina, Jakarta by being involved in directing and making decisions.

Growing Motivation

Motivation is an important element in work. Motivation can move a person to work optimally and at the same time raise a person's enthusiasm and optimism. In his leadership, the chairman always tries to foster optimal work motivation in staff and employees through various efforts. This motivation is one of the important things for the life, growth and development of the foundation. When the chairman of the foundation began his leadership period in 2019, the situation and conditions of the foundation were in the initial development of the management of the Leo dehon catholic education foundation Foundation.

The new foundation was formed from the merger of two different foundations, namely the Antonius Jakarta Foundation and the Yos Sudarso Metro Foundation. The Antonius Jakarta Foundation oversees three schools in Jakarta, namely Antonius Elementary School, Antonius Junior School and Antonius High School. Meanwhile, the Yos Sudarso Metro Foundation oversees two schools, namely Junior and Senior High School Yos Sudarso Metro. The school units under the auspices of the two foundations are trying to recover from the possibility of being closed, because they are unable to carry out operational activities due to lack of funds and also a lack of student numbers. Apart from that, facilities and infrastructure are also inadequate. In fact, the performance of staff, employees and teachers is also very low. In such situations and conditions, strong work motivation is needed to be able to get out of difficulties.

To be able to motivate other people, the chairman must first have motivation within himself. The Chairman of the Foundation stated that, "If there is something that is not neat, em.. not right or not appropriate, like when taking care of the house, there is a feeling of 'unease', discomfort, then yes, I will immediately finish it" (I. 1.4). The chairman feels that his job as chairman of the foundation is like taking care of a house well, fixing what is not appropriate and making the house comfortable.

The work motivation of the chairman is also felt by the staff, teachers and employees. AA, Foundation Staff stated that motivation is in the form of "attention, it can provide a feeling of comfort, it can consider us subordinates, but subordinates who are appointed like that... are still appreciated" (III.5). Motivation is also provided by greeting staff, employees and teachers, as stated by IS, Principal of SD Antonius Jakarta, "He always comes to us, even though sometimes he just says hello or sometimes that, but it really motivates his friends. "Sometimes in a relaxed situation, I want to..., want to join in, want to blend in" (VI.6).

This heart leadership model research was carried out at the Leo dehon catholic education foundation Foundation. The dimensions of leadership from the heart (heart leadership model) as stated by Leo Dehon (Doreisteijn 2004: 21-22): spirituality, educated person and wholehearted service. This discussion covers the three dimensions of the heart leadership model: spirituality, educated person and wholehearted service.

Spirituality

A leader who leads from the heart has a dimension of spirituality which includes: a spiritual lifestyle, love, compassion, readiness and sacrifice (Dehon, OSO IV, 232) which contributes to personal, follower and organizational growth. Low and Ayoko (2018) said that a spiritual lifestyle contributes to: 1) the leader's personal growth which includes deepening faith, strengthening the relationship with the divine and growing purpose in life; 2) growth of followers, because leaders provide guidance, support and inspiration, thereby helping them to deepen their spiritual life, find the meaning and purpose of religious life; 3) organizational growth, because leaders create a positive and nurturing environment by promoting togetherness, trust and shared shared values.

The chairman provides an example of a spiritual lifestyle that is able to touch the hearts, beliefs, faith and feelings of its employees, staff and members. This is manifested in how he lives and carries out his calling as an SCJ religious priest, paying attention to spiritual matters within the scope of the Catholic educational foundation and showing humility in his words, actions and behavior. This is similar to what was stated by John Nicholls (1994) that leadership focuses on the heart, which is able to touch the beliefs, faith and feelings of its members so as to move them to imitate the leader. (Tobroni, 2015) also said that leaders act as role models and inspire others through their actions and behavior so that a culture of unity, trust, respect and care will be achieved.

The chairman instills and shares the noble values of love within the foundation by encouraging employees and teachers to have a sense of belonging to the foundation and respect and uphold human dignity. This is in line with (Byrne-Jiménez & Yoon, 2019) who convey leadership as an act of love. He emphasized the importance of 'habits of the heart' which must be built from the depths of the heart, because they involve relationships with the Divine and relationships with others. These habits of heart include: 1) harmony which recognizes the interconnectedness and interrelationship between one another; 2) wisdom which involves the process of discernment, seeking knowledge to make good and correct decisions for the common good; and 3) courage which involves the courage to make decisions with all the consequences and risks.

The compassion as noble values manifest by the chairman, in his attention and concern by greeting members, staff and employees in their duties and services. (Turkel, 2014) stated that compassion is realized by creating a positive environment; creating a culture of care; creating an

appreciative culture with expressions of appreciation and gratitude; show empathy; and actively listen to their concerns and needs.

The readiness as a attitude manifest by the chairman that always says 'willing' anywhere and for anything when asked. The character of being prepared includes several basic values, namely: sensitivity to anticipating the needs of God and others, a life devoted to God's will, readiness to do God's will, and carrying out tasks with joy. This willingness manifests in several things: missionary duties as a call to carry out God's will, time discipline, and hard work and totality.

The chairman of the foundation provides dedication and sacrifice to his duties and services by prioritizing the interests of other people and the foundation above his own interests. (Shula et al., 2022) state that dedication and sacrifice prioritize the needs and interests of other people above their own interests. In other words, leaders are able to demonstrate their humility and focus on the well-being and development of others.

Educated Person

A leader who leads from the heart has an educated dimension which includes education of mind and will which is visible in the development of spiritual, emotional and intellectual intelligence (Dehon, OSO IV, 233). In this case, John Nicholls (1994) said that leadership focuses on the head which involves intellectual work to make difficult decisions and guide the organization to achieve its goals.

The chairman builds spiritual intelligence by developing critical thinking skills, the ability to face and solve problems. This is developed by means of open dialogue with members, staff and employees to find the right solutions to organizational problems. In fact, the chairman of the foundation encourages members, staff and employees of the foundation to contribute their thoughts, ideas and innovations that are useful for the development of the foundation. Therefore, Stephen R. Covey (2005:79) states that spiritual intelligence is related to individual intelligence to be able to think critically, be able to face and solve problems.

The chairman builds emotional intelligence by giving members confidence in certain tasks that require preparedness so that they are involved in the foundation and build members' optimism. (Mackenzie & Welch, 2005) emphasize the importance of developing emotional intelligence by recognizing and controlling one's own feelings and needs and recognizing and responding to the feelings and needs of others in a constructive and skillful way. Therefore, (Harris et al., 2014) emphasizes the importance of creating optimal individual and organizational level emotional capacity to support organizational change and improvement by providing trust that allows members to develop themselves and respect each other.

The chairman builds intellectual intelligence with his persistence in learning new things and inspiring members to develop and achieve. Bayler (2012) states that an educated person is a person who is able to inspire, motivate and inspire members to achieve. Bass and Riggio (2006:7) state that this dimension is intellectual stimulation which is able to explore creative and innovative ideas for the development of the organization in a better direction. This can be seen in the role of the chairman of the foundation which builds educational facilities and infrastructure and improves the administrative system.

Wholehearted Services

A leader who leads from the heart has wholehearted service that includes exemplary life, effective communication and collaboration (Dehon, OSO IV, 234). In this case, John Nicholls (1994) said that leadership focuses on the hands that are visible in everyday actions.

The chairman of the foundation, in his leadership practices, builds effective communication both internally with members, staff and employees and externally with donors and stakeholders. (Crainer & Dearlove, 2008) stated that effective communication allows leaders to build trust and credibility; ensure that everyone understands and works to achieve common goals; helps stay connected with both internal and external stakeholders; and makes it possible to make decisions based on feedback. (Wentz, 2015) also emphasized the importance of effective internal and external communication, both written, verbal and non-verbal, for leaders so that they can be more effective in their leadership roles.

In carrying out leadership, the foundation chairman builds collaboration with internal parties which include members, staff and employees and also with external parties which include stakeholders and donors. (Carpenter, 2015) states that collaborative leadership is the basis for creating a positive organizational culture that includes shared responsibility and accountability, because it is able to create a positive and supportive environment and promote a sense of unity and teamwork. (Barnes et al., 2019) also stated the importance of the collaborative dimension by building relationships and seeking support from others to create a sustainable process.

The chairman creates relationships with an open heart which is achieved by building an atmosphere of openness within the foundation's organizational environment so that each individual can get to know each other and not feel awkward in their relationships. Atkadottir (2020) emphasizes an open heart in leadership which emphasizes the importance of diversity, honesty and trust in establishing relationships so that a positive environment will be created where everyone feels valued and respected. Based on this spirituality, leaders are seen as drivers who influence the attitudes and actions of other people to achieve common goals based on sacred values (Crossman, 2016). In this case, (Sugiardi, 2021) stated that the spiritual values lived contribute to the motivation, commitment and job satisfaction of its members.

Based on this, leaders are seen as drivers who influence the attitudes and actions of other people to achieve common goals based on spirituality, educated person and wholehearted services (Crossman, 2016). In this case, (Sugiardi, 2021) stated that the spiritual values lived contribute to its members' motivation, commitment, and job satisfaction.

CONCLUSION

Leadership stands as a pivotal force within an organization, particularly in the realm of education, notably within Catholic educational settings. It serves a crucial role in driving positive change and advancements. The heart leadership model emerges as a significant avenue for effecting such change, potentially addressing leadership crises within educational institutions and enabling their resilience and evolution. The study on the heart leadership model within the Leo Dehon Catholic Education Foundation highlights the paramount importance of the foundation's chairman in spearheading positive transformation. The chairman's embodiment of noble values—such as love, compassion, preparedness, sacrifice, optimism, and openness—stemming from the foundation's

vision, underscores their influential role. Moreover, the chairman serves as an exemplar through words, actions, and demeanor, epitomizing a devout, knowledgeable figure dedicated to unwavering service. This exemplary conduct fosters enthusiasm among members, staff, and employees, fostering a drive for improvement.

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