

## Pattern Leadership Khulafaur Rasyidin: Analysis History and Valuesfor Modern Life

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### ABSTRACT

**Background.** After the death of Prophet Muhammad SAW, Islamic civilization underwent a significant transitional phase under the leadership of the Khulafaur Rasyidin: Abu Bakar Ash-Shiddiq, Umar bin Khattab, Uthman ibn Affan, and Ali ibn Abi Talib. These leaders applied the noble values and teachings of Islam to ensure social stability and to expand Islamic civilization across various regions of the world. Their era marked a critical period of consolidation and ethical governance in the Islamic world.

**Purpose.** The main purpose of this study is to explore the implementation of key leadership values during the Khulafaur Rasyidin period. These include justice, consultation (shura), responsibility, humility, and leading by example, all of which were essential in shaping a stable and morally grounded Islamic society.

**Method.** This research uses a literature review method by collecting data from classical Islamic historical texts and relevant scholarly literature. The analysis focuses on identifying leadership traits and values demonstrated during the early caliphate period.

**Results.** The study reveals that the leadership principles upheld by the Khulafaur Rasyidin significantly contributed to social cohesion, justice, and the overall welfare of the Muslim community during their reign. These values have shown continued relevance and adaptability to modern contexts of ethical leadership.

**Conclusion.** The legacy of Khulafaur Rasyidin's leadership offers valuable insights for contemporary leaders. By adopting their values, today's leaders can strengthen their connection with the people, prioritize justice, and uphold social responsibility in governance.

### KEYWORDS

CaliphRasyidin, Leadership, Modern, Values

### INTRODUCTION

After the death of the Prophet Muhammad SAW, Islamic civilization experienced an important transition phase. Which marked with leadership for Caliph Rasyidin, namely Ash Burn Ash-Siddiq, Umar bin Khattab, Uthman bin Affan, and Ali bin Abi Talib.

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Their leadership period was known for the implementation of values sublime based on the teachings of Islam, which not only maintained the stability of the people but also developed Islamic civilization in various regions of the world (Hasan, 2010).

Khulafaur Rasyidin's leadership was marked not only by their success in expanding the region of Islam but also by upholding principles that became the basis of a just civilization. Some important values that can be learned from their leadership are commitment to faith, hard work in advancing the people, and trust in operating. Principles This is not only relevant in their time but also provides examples of ideal leadership in developing a civilized, harmonious, and ethical society to this day (Pramono, 2019).

The strong commitment of the Khulafaur Rasyidin to Islamic values became the foundation that sturdy in building civilization Islam which brilliant. They show great responsibility in protecting the people, work hard in advancing social, economic, and political life, and maintain trust in every action taken. Values This Not only contributes to the success government but Also creates model leadership That is ethical, And capable unite and strengthening the people (Suhardi, 2017).

In this modern era, the leadership principles of Khulafaur Rasyidin are still relevant. Various aspects of life, including under development public which more just, prosperous, and civilized. Therefore, it is important for the younger generation, especially students, to understand and apply these values in their lives, both at the individual, social, and broader leadership levels.

## RESEARCH METHODOLOGY

In the Method section, you explain clearly how you conducted your research order to: (1) enable readers to evaluate the work performed and (2) permit others to replicate your research. You must describe exactly what you did: what and how experiments were run, what, how much, how often, where, when, and why equipment and materials were used. The main consideration is to ensure that enough detail is provided to verify your findings and to enable the replication of the research. You should maintain a balance between brevity (you cannot describe every technical issue) and completeness (you need to give adequate detail so that readers know what happened).

This research employs a literature review method to explore the implementation of leadership values by the Khulafaur Rasyidin, such as justice, deliberation, responsibility, modesty, and leadership by example. Data is collected from various literature sources, including historical books, academic journals, scholarly articles, and related documents. The literature search is conducted systematically through physical and online libraries. The collected data is then analyzed qualitatively using a descriptive approach to identify, understand, and formulate the application of these leadership values in the past and their relevance to modern leadership.

The literature review method is a research approach conducted by collecting and analyzing information from various written sources, such as books, journal articles, research reports, or other relevant documents. The process begins by determining the research topic and identifying relevant keywords. Researchers then gather credible sources, such as reputable journal articles, books from trusted publishers, or research reports. The collected literature is evaluated to ensure its relevance and reliability. Subsequently, the information from the literature is analyzed and synthesized to identify key themes, relationships between studies, and research gaps that have yet to be addressed.

## RESULT AND DISCUSSION

### Caliph Abu Bakar ash-Shiddiq (632–634 AD or 11–13 AH)

Abu Bakar ash-Shiddiq was known for his honesty, which was his defining characteristic throughout his life, both before and during his time as caliph. The title "ash-Shiddiq," meaning "the

most truthful," was given to him because he always affirmed the statements and actions of Prophet Muhammad ﷺ, including the event of Isra' Mi'raj, which the Quraysh widely doubted. Before embracing Islam, Abu Bakar was already known as an honest and highly respected merchant in Mecca. As caliph, his honesty was evident in his management of the Baitul Mal (state treasury), where he refused to take personal profit and even asked his family to return any surplus funds after his death. When making decisions, Abu Bakar always based his actions on truth, even if it was difficult or unpopular, such as his decision to fight against those who refused to pay zakat. Additionally, he was known for his honesty in speech, as seen in his first sermon as caliph, where he acknowledged his human weaknesses and asked the Muslim community to correct him if he was wrong. He was also open to criticism, demonstrating transparency in his leadership. Abu Bakar's honesty not only earned him the respect of the Muslim community but also became a crucial foundation for his successful leadership, teaching that a leader must have integrity, prioritize truth, and maintain the trust of the people (Al Mubarak & Muhammad, 2024).

In addition to his honesty, Khalifah Abu Bakar exhibited simplicity in life despite holding great power. As the first caliph, Abu Bakar demonstrated a very simple lifestyle from the beginning of his reign. Although he had been appointed as the highest leader, Abu Bakar continued his work as a merchant to support his family. However, as his responsibilities as caliph grew, he accepted a very small salary from the state treasury, enough to cover basic daily needs. Even before his death, Abu Bakar instructed that all the salary he had received from the state be returned. His simple lifestyle and rejection of worldly luxury became a real example for all Muslims that a leader should avoid indulgence in worldly pleasures and focus on serving the people (Auliah et al., 2024).

During Abu Bakar's reign, consultation was highly respected to hear various parties' opinions before making decisions. For example, when Abu Bakar faced a major challenge after the death of Prophet Muhammad ﷺ, the issue of those who refused to pay zakat (the Ridda Wars), he gathered his companions to consult on the actions to be taken. Although many companions, including Umar bin Khattab, initially disagreed with the suggestion to fight the apostates, Abu Bakar listened to their opinions openly and remained firm in his decision based on conviction and discussions during the consultation. This shows that while the final decision rested with the caliph, consultation remained the foundation for finding the best solution (Ilahiyah & Salim, 2024).

Abu Bakar ash-Shiddiq was also known for his great courage, both as a companion of Prophet Muhammad ﷺ and as the first caliph of Islam. He always defended the Prophet, even when facing attacks from the Quraysh near the Ka'bah, despite being injured. His courage was also evident during the Hijrah to Medina, where he protected the Prophet during the dangerous journey, even risking being bitten by a snake in the Cave of Thawr to ensure his safety. As caliph, Abu Bakar decisively faced the Ridda Wars, fighting against those who had apostatized and refused to pay zakat, even though many companions initially disagreed. He also kept sending Usama bin Zaid's army to Syria despite the tense situation in the Muslim community. Abu Bakar's courage was not only shown in battles but also in leading the community through difficult times, enforcing the law, and preserving the unity of Islam, making him an example of bravery for future leaders (Ratnasari, 2021).

The leadership of Khalifah Abu Bakar ash-Shiddiq played a key role in the conquest of the Levant, which includes Lebanon, Syria, and Palestine. He continued the mission of Prophet Muhammad ﷺ to spread Islam in these regions, seeing the conquest of the Levant as an important

part of Islamic propagation. Abu Bakar organized a structured army with four main commanders: Amr bin al-As to Palestine, Abu Ubaidah bin al-Jarrah to Homs, Yazid bin Abi Sufyan to Damascus, and Shurahbil bin Hasanah to Jordan. This strategy demonstrated his ability to plan and effectively distribute military forces. Furthermore, appointing skilled commanders like Khalid bin al-Walid and Abu Ubaidah bin al-Jarrah was key to the success of this conquest. Despite facing internal challenges like the Ridda Wars, Abu Bakar remained focused on the Levant expansion, which continued under the leadership of Khalifah Umar bin Khattab. His leadership style, which was visionary, strategic, and firm, laid an important foundation for the spread of Islam in the region (Sahidin, 2022).



**Figure 1.** The Umayyad Mosque in Damascus

The Umayyad Mosque in Damascus, also known as the Great Mosque of Damascus, is one of the oldest and most magnificent mosques in Islamic history. Its establishment began after Damascus was conquered by Yazid bin Abi Sufyan (who passed away in 18 AH or 639 CE) during the reign of Caliph Umar bin Khattab. Yazid led the Muslim forces in the Islamic expansion into the region of Sham, encompassing Syria, Lebanon, Jordan, and Palestine. Following the conquest, Muslims respected the Christian church located on the site, which had previously been a Roman temple converted into a church. Initially, the site was shared by Muslims and Christians for worship. Later, during the Umayyad Caliphate under Caliph Al-Walid bin Abdul Malik, the church was transformed into a grand mosque with distinctive Islamic architecture. The construction of the Umayyad Mosque began around 706 CE and took several years to complete. The mosque reflects a blend of Islamic culture with Roman and Byzantine architectural elements, evident in its beautiful mosaics, towering minarets, and vast halls that create an awe-inspiring spiritual ambiance. To this day, the Umayyad Mosque remains a center for worship, and learning, and one of the most significant destinations for Muslims (Zein, 2022).

### **Caliph Umar bin Khattab (634-644 AD or 13-23 AH)**

Umar bin Khattab was known as a leader who was very firm and just. He ensured that everyone, including high-ranking officials, was subject to the same law. One famous story that demonstrates his justice is when the son of a high-ranking official in Egypt was whipped for violating the rights of a common person. When this case was reported to him, Umar did not hesitate to punish the official and his son, showing that no one was above the law, including the family members of government officials (Basri et al., 2024).

During Umar bin Khattab's reign, the principle of consultation was systematically organized by forming a Shura Council, which consisted of senior companions and experts in various fields. Umar often held consultations before making major policies, such as the establishment of a more modern administrative system for his time. One important consultation Umar conducted was when

he considered exempting non-Muslims who joined the Islamic army from paying taxes. This decision was not made unilaterally but through discussions and consideration of various aspects that were deliberated with the companions. In this way, Umar demonstrated that consultation was not just a formality, but a mechanism to ensure that the decisions taken truly considered the interests of the people and followed the principles of Islamic justice (Rosyidi, 2017).

Umar bin Khattab was also known for his very simple life, despite the rapid expansion of the Islamic empire and the increasing wealth of the state under his rule. Umar was often seen wearing patched clothes, even when meeting with leaders of large kingdoms. One story that reflects his simplicity is when he rejected a luxurious lifestyle despite being the leader of a vast empire. Umar chose to live in a very modest home and ate the same simple food as the common people. When offered an upgrade to his living conditions, Umar firmly refused, stating that he wanted to live the same way as his people. Umar's simplicity not only taught the value of humility but also reflected the responsibility of a leader to always stay close to the conditions of his people and not get trapped in the temptations of power or wealth (Oktaviana et al., 2023).

The period of Caliph Umar bin Khattab's rule was marked by significant achievements in various fields. Under his leadership, the Islamic caliphate expanded rapidly, with conquests in the Levant, Egypt, Persia, and parts of North Africa. Umar also implemented significant administrative reforms, such as establishing the Baitul Mal to manage state finances, dividing the caliphate into more structured provinces, and establishing the Hijri calendar as the official system of dating. He was also known for his fairness in leadership, consistently implementing Islamic law, and overseeing state officials to prevent abuse of power. Infrastructure development, such as roads, mosques, and irrigation systems, was also an important part of his administration, along with social and economic policies that supported the welfare of Muslims by distributing state wealth fairly. In the field of education, Umar encouraged the spread of knowledge and established learning centers. Security and order throughout the caliphate were well maintained through the formation of police forces. Overall, the reign of Umar bin Khattab became one of the golden periods in Islamic history due to his success in advancing various sectors (Gusrizal, 2024).



**Figure 2.** During the reign of Caliph Umar ibn al-Khattab

During the reign of Caliph Umar ibn al-Khattab (634–644 CE or 13–23 AH), the Islamic Caliphate experienced rapid expansion, becoming one of the largest empires of its time. Under his leadership, the Muslims successfully conquered the Levant (comprising Syria, Lebanon, Palestine, and Jordan) following victories against the Byzantine Empire, including the Battle of Yarmouk. Additionally, Egypt was captured by the Byzantines, becoming a crucial administrative center. In the east, Muslim forces defeated the Sassanian Persian Empire in battles such as Qadisiyyah and Nahavand, paving the way for the conquest of Persia and its surrounding regions. Umar organized

the Caliphate into several provinces with a structured administrative system to manage the vast territories, including Iraq, Persia, and significant parts of Central Asia. Through his just policies and decisive leadership, Umar expanded the Caliphate and ensured stability and prosperity in the newly conquered regions ( Rifky, et al, 2022 ).

### **Caliph Uthman bin Affan (644-655 AD or 23-35 AH)**

Uthman's success in business and his immense wealth, coupled with his generosity, made him a respected figure and known as the wealthiest caliph, who used his wealth for the benefit of the Muslim community. The generosity (karamah) of Caliph Uthman bin Affan is well-known in Islamic history and became one of the defining characteristics of his leadership. One of the most famous examples is when Uthman purchased the well of Rumah (Bir al-Rumah) in Medina, which was previously owned by a Jew, and donated it to the Muslims so that the water from the well could be used for free by everyone. Additionally, Uthman played a significant role in supporting the Tabuk Expedition by donating large amounts of wealth, including 1,000 camels and 1,000 gold dinars, which earned him prayers from Prophet Muhammad ﷺ for his extraordinary contribution.

Uthman was also known for his generosity in providing food supplies for the people of Medina during times of famine and crisis, and for donating funds for the development of Islamic infrastructure, such as the renovation of the Prophet's Mosque. Furthermore, he used his wealth to produce copies of the Qur'an and distribute them throughout the caliphate, ensuring that Muslims could uniformly study the Qur'an. Uthman's generosity also extended to his refusal to use state funds for personal gain, always contributing a significant portion of his wealth to the welfare of the Muslim community. His generosity demonstrates that Uthman was not only materially wealthy but also had extraordinary generosity in supporting the struggles and well-being of Muslims (Sukrisna, 2023).

Caliph Uthman bin Affan was also known for his remarkable patience, both in facing personal trials and leadership challenges. He showed great patience when he was slandered by certain groups who accused him of prioritizing the interests of the Banu Umayyah family in appointing positions. Despite facing harsh criticism, Uthman remained calm and composed, seeking to resolve the issues wisely. He was also patient in dealing with revolts and discontent from some Muslims, opting to seek peaceful solutions rather than resorting to violence. His patience was also evident in his leadership of the army, managing conflicts, and in his personal life, where, despite his vast wealth, he lived simply and avoided excessive behavior. Uthman's patience demonstrated his resolve and wisdom in facing life's challenges, making him an example for Muslims of how to face trials with calmness and wisdom (Ulum, 2023).

The reign of Caliph Uthman bin Affan was marked by many significant achievements in various fields. Under his leadership, the Islamic caliphate expanded with conquests in North Africa, Corsica, Cyprus, and other regions. One of Uthman's greatest achievements was his command to compile and print a standardized Mushaf of the Qur'an, known as the Uthmanic Codex, to ensure uniform recitation of the Qur'an across the Islamic world. Uthman also expanded and renovated the Prophet's Mosque and built various public facilities such as wells and roads to support the Muslim community. In administration and economics, he strengthened the Baitul Mal (state treasury), improved the welfare of soldiers by providing them with adequate wages, and appointed effective governors in various regions. Uthman also improved the system of governance and ensured the security of the caliphate's territories. Moreover, he supported the spread of Islam and religious

education by establishing Qur'anic learning centers. Despite facing criticism and rebellion during his reign, Uthman's achievements had a lasting influence on Islamic history (Dalimunthe, 2024).



**Figure 3.** The Uthmanic Mushaf is a copy of the Qur'an ordered

The Uthmanic Mushaf is a copy of the Qur'an ordered by Caliph Uthman ibn Affan in the 7th century CE (around 650 CE) to ensure uniformity in the recitation and writing of the Qur'an across various Islamic regions. In the early days of Islam, the Qur'an was written in various Arabic dialects, leading to differences in recitation. To address this, Uthman ordered trained scribes to meticulously transcribe the Qur'an and distribute copies to important regions such as Mecca, Medina, Kufa, Basra, and Syria. The goal was for the Muslim community to have a uniform text of the Qur'an. The Uthmanic Mushaf was copied accurately based on the recitation taught directly by the companions of Prophet Muhammad. Copies or fragments of the Uthmanic Mushaf, which are historically significant, are now stored in museums in Mecca, Saudi Arabia, and Istanbul, Turkey, which are important locations in Islamic history. These museums preserve and display the Uthmanic Mushaf as an extraordinary historical legacy, allowing contemporary generations to study and appreciate the efforts of the Muslim community in maintaining the authenticity of their holy book (Febrianingsih, 2016).

### **Ali bin Abi Talib (655-660 AD or 35-40 AH)**

Ali bin Abi Talib set an example in upholding justice, even for himself. One of the most notable stories that exemplifies Ali's commitment to justice occurred when his armor was stolen and sold by a Jew. Despite knowing that the armor belonged to him, Ali still brought the case to court. When the court found insufficient evidence to support Ali's claim, he relied on witness testimony, showing that Ali did not exploit his position as caliph to pressure the court, but rather adhered to the lawful process. This story serves as an extraordinary example of how a leader must be subject to the same laws as their people (Zainudin, 2018).

Ali bin Abi Talib also demonstrated highly responsible leadership, especially when facing significant internal challenges. His reign was marked by civil wars and division within the Muslim community, but Ali remained steadfast in upholding the principles of justice and truth. For example, when dealing with the Khawarij group, Ali made significant efforts to resolve the conflict through consultation and dialogue before resorting to military action. Even in the face of immense pressure, Ali never abused his power or neglected his responsibilities as a leader of the people. He always ensured that his decisions were based on justice and the interest of the community, not simply to preserve his power. Ali's sense of responsibility was reflected in every decision he made, as he

continuously worked to maintain the unity of the Muslim community, despite facing many challenges from various factions (Apriyani, 2024).

Ali bin Abi Talib's simplicity (zuhud) was evident in his lifestyle, which was far removed from worldly luxury and pleasures, despite leading a vast Islamic caliphate. Ali chose a simple life, prioritizing basic needs and drawing closer to Allah rather than indulging in luxury. As caliph, he often slept on the floor without comfortable bedding, wore simple clothes, and ate very modest portions. He preferred to distribute war booty or alms to those in need rather than keep it for himself. His leadership also reflected his simplicity, as he was not interested in worldly titles or positions but focused on upholding justice and serving the people. His simplicity shows that he prioritized spiritual and moral values, making him an important role model for Muslims in living a life of justice, humility, and closeness to Allah (Lahiji, 2020).

The reign of Caliph Ali bin Abi Talib was filled with significant achievements, despite facing enormous challenges such as civil war and division within the Muslim community. One of his key achievements was resolving disputes through the Battles of Jamal and Siffin, where Ali worked to maintain unity among Muslims despite opposition from certain groups. In terms of upholding justice, Ali was very firm and ensured that the law was applied impartially, even to his own family and companions. He also improved infrastructure by building wells, and roads, and expanding public facilities, including the Prophet's Mosque. In managing finances, Ali ensured that the state's wealth was distributed fairly to those in need, especially the poor and orphans. Ali also played a crucial role in the development of knowledge and religion, offering much advice and teachings that covered both spiritual and worldly matters. Despite the divisions, Ali strived to preserve the unity of the Muslim community through consultation and dialogue. His leadership, characterized by justice, patience, and wisdom, remains an exemplary model for Muslims (Ma'ruf, 2016).



**Figure 4.** During the time of Caliph Ali ibn Abi Talib (r.a.)

During the time of Caliph Ali ibn Abi Talib (r.a.), the Prophet's Mosque (Masjid Nabawi) in Medina underwent maintenance and repairs, though there were no major structural changes. The mosque was originally built during the time of Prophet Muhammad (s.a.w.) after the migration (Hijra) in 622 CE and had undergone several expansions during the caliphates of Abu Bakr and Umar ibn al-Khattab (r.a.). When Ali ibn Abi Talib became caliph, the mosque remained an important center for religious and social activities for the Muslim community. Ali ensured that the mosque was well-maintained as the primary place of worship. Although there are no major records of significant renovations during his leadership, the mosque continued to be a crucial meeting place, especially after significant events such as the Battles of Jamal and Siffin. Masjid Nabawi also served as a center for political discussions and a place for prayer and preaching. Caliph Ali

preserved Masjid Nabawi as a vital symbol in the life of the Muslim community, even though no major structural changes were made during his reign (Murtiningsih, 2018).

**Table 1.** Duration of the Rightly Guided Caliphs' Leadership

Caliph	Duration (Years)
Abu Bakr as-Siddiq	2 years
Umar ibn al-Khattab	10 years
Uthman ibn Affan	12 years
Ali ibn Abi Talib	5 years

The duration of the caliphates of the four Rightly Guided Caliphs varied significantly. Abu Bakr as-Siddiq served as caliph for 2 years, followed by Umar ibn al-Khattab, whose leadership spanned 10 years. Uthman ibn Affan held the position for 15 years, making his tenure the longest among them. Finally, Ali ibn Abi Talib led the Muslim community as caliph for 5 years. Each caliph contributed uniquely to the development and stability of the early Islamic state during their respective periods.

## CONCLUSION

The conclusion is intended to help the reader understand why your research should matter to them after they have finished reading the paper. A conclusion is not merely a summary of the main topics covered or a re-statement of your research problem, but a synthesis of key points. It is important that the conclusion does not leave the questions unanswered.

The four Rightly Guided Caliphs Abu Bakr ash-Shiddiq, Umar bin Khattab, Uthman bin Affan, and Ali bin Abi Talib each exemplified unique but complementary leadership styles, grounded in Islamic values and strong moral character. Abu Bakr is known for his honesty, steadfastness, and courage in preserving the unity of the Muslim community after the death of Prophet Muhammad ﷺ. His decisive actions, such as waging war against those who refused to pay zakat (the Ridda wars), were necessary to maintain stability and unity among the early Muslims. As a leader, Abu Bakr prioritized consultation, always seeking the counsel of senior companions before making major decisions. His leadership instilled trust and confidence, enabling the growth of the early Muslim community.

Umar bin Khattab was a leader characterized by both firmness and wisdom. He developed a more structured and efficient administrative system, supporting the rapid expansion of the Islamic state. His leadership was defined by a strong commitment to justice, ensuring that no one whether they were the leader or high-ranking officials was above the law. A notable example is when Umar punished a high official's son for violating the rights of an ordinary citizen, demonstrating that justice was paramount. Umar also emphasized consultation in decision-making, creating the Shura Council to discuss important matters thoroughly. His policies reflected careful consideration, aimed at ensuring the welfare of the Muslim community and strengthening the state.

Uthman bin Affan was known for his generosity and patience. During his reign, Uthman made significant contributions to the Muslim community, such as purchasing the well of Rumah (Bir al-Rumah) in Medina, which had previously been owned by Jews, and donating it for public use. He also supported military campaigns and humanitarian projects through substantial donations. Despite facing political challenges and internal opposition, Uthman demonstrated remarkable patience in dealing with critics. His leadership was marked by a commitment to peace and resolution, showing that a good leader is not only wealthy but also compassionate and patient in the face of adversity.

Ali bin Abi Talib was a leader who exemplified unwavering commitment to justice, even when it was difficult, such as when he brought a case against a thief who had stolen his armor, despite being the caliph. Ali always upheld the law impartially and ensured that no one, not even himself, was exempt from justice. His leadership was also marked by his resilience in facing internal strife. During conflicts such as the Battle of Jamal and the Battle of Siffin, Ali sought to maintain unity within the Muslim community, emphasizing dialogue and consultation over violence. Ali's leadership was also characterized by his simplicity; he lived a modest life, far from worldly luxuries, and focused on serving the people. He prioritized social justice and ensured that wealth was distributed fairly, especially to the poor and orphans.

The leadership of these four caliphs provides a profound example of honesty, courage, justice, patience, and self-sacrifice for the benefit of the community. They demonstrated that true leadership is not about personal gain or power, but about upholding moral and spiritual principles to serve the greater good. Their complementary leadership styles can serve as a guide for modern leadership based on justice, integrity, and devotion to society.

### **AUTHORS' CONTRIBUTION**

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; Investigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

Author 5: Supervision; Validation.

### **DECLARATION OF COMPETING INTEREST**

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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