



Smart Leaders: Ganjar Pranowo Sat-Set's Leadership Model and Style

Abdah Permana Qori Al-Hakim¹, Muthoifin²

¹Department of Islamic Studies, Ma'had Aly Moh Natsir Putra, Surakarta, Indonesia

²Magister of Islamic Economic Law, Universitas Muhammadiyah Surakarta, Indonesia
apdhapermana@gmail.com, mut122@ums.ac.id

Received June 19, 2024; Revised August 28, 2024; Accepted September 02, 2024

Abstract: Leadership has become a major topic in the context of organizational management and social development. Among the various leadership styles, smart leaders stand out as effective models in dealing with the complexities of modern times. The study investigates the leadership model and style applied by Ganjar Pranowo, a political figure and regional leader in Indonesia, with a focus on his program known as Satu Set. Qualitative research methods are used to analyze its policies, behaviours, and leadership impacts. The results of the study show that Ganjar Pranowo applies a smart leadership model with a focus on adaptability, long-term vision, and community involvement. Through the One Set program, Ganjar has built strong relationships with various parties, including the community, the private sector, and the central government. His leadership style reflects a collaborative and inclusive approach, which allows for active participation from various stakeholders in the decision-making process. In conclusion, smart leaders like Ganjar Pranowo play a key role in leading social and economic change. The leadership model and style it applies illustrate the importance of adaptation, collaboration, and sustainability in the context of resource management and community development. This research provides insight into effective leadership practices in facing the challenges of modern times and inspires further discussions on leadership innovation at the local and global levels.

Keywords: smart leader, leadership model, leadership style, ganjar pranowo, adaptive and innovative.

INTRODUCTION

Smart leaders are figures who can combine intellectual and emotional intelligence in leading and making the right decisions and have a positive impact on society [1]. One prominent example is Ganjar Pranowo, a governor of Central Java who is known for his effective and innovative leadership style [2].

Ganjar Pranowo shows a leadership model that reflects holistic intelligence [3]. His inclusive leadership style allows community participation in the decision-making process so that the resulting policies can pay more attention to the real needs and aspirations of the people [4]. In addition, Ganjar Pranowo also stands out in his ability to communicate well, both with the community, government staff, and other parties, so that his vision and mission can be conveyed clearly and precisely [5], [6].

His emotional sensitivity allows Ganjar Pranowo to better understand and respond to developing social, economic, and political conditions so that the policies taken can accommodate the diversity and dynamics of Central Java society [7]. His ability to adapt to changing times and technology also emphasizes that a smart leader needs to be able to innovate and take advantage of existing opportunities for the progress of his region [8].



Figure 1. Profile of Ganjar Pranowo

Source:https://upload.wikimedia.org/wikipedia/commons/thumb/f/f7/Ganjar_Pranowo%2C_Gubernur_Jateng_Periode_II.jpg/330px-Ganjar_Pranowo%2C_Gubernur_Jateng_Periode_II.jpg

With such a leadership model and style, Ganjar Pranowo inspires current and future leaders to carry out smart leadership and have a positive impact on society [9]. Further study of his leadership practices can provide valuable insights for the development of effective and inclusive leadership at various levels of government and organizations [10].

LITERATURE REVIEW

Table 1. Literature Review

No	Heading	Writer	Year	Summary
1	The life of Profil Ganja	Ahmad S.	2023	Ganjar Pranowo's political background and career.
2	Ganjar Pranowo's Leadership	Rina W.	2021	Participatory and transparent leadership style.
3	Program Social Ganja Pranao	Budi T., Dewi L.	2022	The impact of social programs on community welfare.
4	Infrastructure Development	Lestari N., Ahmad P.	2020	Infrastructure projects and their impact on the local economy.

5	Education Policy	CT R., Nugroho A.	2019	Efforts to improve access and quality of education.
6	Challenges and Achievements	Farid H.	2023	Challenges and achievements in the economic, social, and political fields.
7	Anti-Corruption Policy	Dian A., Sutrisno W.	2022	Anti-corruption initiatives and their effectiveness.

METHODOLOGY

1. Case Studies

- Selecting several significant cases that reflect Ganjar Pranowo's policies or actions during his tenure as Governor of Central Java [11].
- Analyze in depth the context, decision-making process, and impact of the policy or action on society and government.

2. In-Depth Interviews

- Conduct interviews with Ganjar Pranowo directly to understand his thoughts, values, and leadership strategies [12].
- Interviews are also conducted with his staff, community leaders, and leadership experts to gain diverse perspectives.

3. Content Analytics

- Collect and analyze various sources of content related to Ganjar Pranowo, such as speeches, writings, media interviews, and announced policies.
- Analyze the messages, narratives, and communication strategies used by Ganjar Pranowo in his leadership.

4. Public Survey

- Surveying the people of Central Java to assess their perception of Ganjar Pranowo's performance and leadership style.
- The survey aims to understand the level of satisfaction, confidence, and expectations of the people towards the government under his leadership.

5. Statistical Data Analysis

- Collect statistical data related to various government performance indicators, such as economic growth, poverty rates, and community welfare [13].
- Analyze data to identify trends and impacts of policies or actions taken by Ganjar Pranowo.

6. Comparative Studies

- Comparing Ganjar Pranowo's leadership model and style with the smart leadership of other leaders at home and abroad [14].
- Identify the similarities, differences, strengths, and weaknesses of Ganjar Pranowo's leadership model.

By applying this methodology holistically, it is hoped that the research can provide a deep understanding of Ganjar Pranowo's leadership model and style and its impact on community development and welfare.

RESULTS AND DISCUSSION

This study aims to identify and analyze the leadership model and style of Ganjar Pranowo, an Indonesian political figure known as "SAT-SET" [15]. Ganjar Pranowo's "SMART" leadership model and implementation of his leadership style were reviewed through a qualitative approach that involved content analysis from various sources, including speeches, interviews, and policies implemented during his tenure [16].

1. SMART Leadership Characteristics

SMART leadership is an acronym for Specific, Measurable, Achievable, Relevant, and Time-bound. This leadership focuses on achieving goals that are clear, measurable, realistic, relevant, and time-bound. Ganjar Pranowo, in its implementation, shows several main characteristics of this model:

- **Specific:** Ganjar has a habit of setting specific and clear goals in every policy implemented. For example, in infrastructure development programs and improving the quality of education [17].
- **Measurable:** Each program is always equipped with measurable performance indicators, such as improving access to clean water in rural areas and road improvements whose targets are recorded [18].
- **Achievable:** Ganjar tends to set realistic targets that can be achieved within a certain period, such as improving health services through health centres and regional hospitals [19].
- **Relevant:** The programs and policies carried out are always relevant to the needs of the community, for example in disaster management and poverty alleviation programs [20].
- **Time-bound:** Each policy has a clear timeline for its completion, providing a firm timeframe for its implementation [21].

2. SAT-SET Leadership Style

Ganjar Pranowo's leadership style, known as "SAT-SET", describes decisiveness, speed in decision-making, and responsiveness to emerging issues. This style can be seen through several aspects:

- **Firmness:** Ganjar often shows a firm attitude in dealing with problems, such as quick action in dealing with corruption in his government environment [22].
- **Speed:** Rapid and responsive policy implementation to the needs of the community, especially in emergencies such as natural disasters or health crises [23].
- **Responsiveness:** Ganjar is known as a leader who is responsive to people's aspirations and complaints, often using social media as a means of direct communication with the public [24].

Ganjar Pranowo's leadership with the SMART model and SAT-SET style shows an effective combination in managing local government. By setting specific, measurable, realistic, relevant, and time-limited goals, Ganjar can direct various programs and policies toward real and measurable results [25]. A firm, fast, and responsive leadership style adds effectiveness to policy implementation, especially in situations that require quick and appropriate decisions.

This study concludes that Ganjar Pranowo's leadership model and style can be used as a reference for other leaders in increasing the effectiveness and efficiency of government. The success of Ganjar Pranowo's leadership also emphasizes the importance of a combination of careful planning quick execution and responsiveness to field dynamics [26].

Background and Education

Ganjar Pranowo was born on October 28, 1968, in Karanganyar, Central Java. He comes from a simple family and has a high enthusiasm for learning since childhood. His primary and secondary education was completed in local schools in Central Java [27].

Ganjar continued his higher education at the Faculty of Law, Gadjah Mada University (UGM), Yogyakarta, where he earned a Bachelor of Law. During his college years, Ganjar was active in various student organizations and student activities, which formed the basis for his future leadership [28].

Early Career

After graduating from UGM, Ganjar Pranowo started his career in the legal world. He worked as an advocate and legal consultant before entering politics. His political career began when he joined the Indonesian Democratic Party of Struggle (PDI-P) [29].

Political career

Ganjar Pranowo was first elected as a member of the House of Representatives (DPR) of the Republic of Indonesia in 2004. As a member of the House of Representatives, he was known to be critical and vocal on a variety of issues, including anti-corruption, public policy, and legal reform.

In 2013, Ganjar was elected as the Governor of Central Java, replacing Bibit Waluyo. During his tenure, Ganjar focused on improving infrastructure, education, and public services in Central Java. He is also known for his assertive, fast, and responsive leadership style, often referred to as the "SAT-SET" style.

Ganjar Pranowo managed to win re-election in 2018, showing high popularity and trust from the people of Central Java. In his second term, he continued to push various development programs and bureaucratic reforms [32].

Leadership Style

Ganjar Pranowo is known as a leader who is close to the community. He often uses social media to communicate directly with residents, listen to complaints, and provide quick solutions. The "SAT-SET" leadership style is fast and responsive making him one of the most well-liked and respected governors in Indonesia [33].

In addition, Ganjar also implements the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) leadership model, which ensures that each of his government policies and programs has clear, measurable, realistic, relevant, and time-bound goals [34].

Awards and Achievements

During his tenure as Governor of Central Java, Ganjar has received various awards for his effective and innovative leadership. Some of these awards include awards in the fields of government transparency, public services, and infrastructure development [35].

Personal Life

Ganjar Pranowo is married to Siti Atikoh Supriyanti, and the couple is blessed with one child. In his personal life, Ganjar is known as a simple and friendly figure. He is also active in various social and religious activities in Central Java [36].

Recommendations

For future leaders who want to implement similar leadership models and styles, it is recommended to:

1. Setting clear and measurable goals: Every policy should have clear and measurable goals to ensure real progress [37].

2. Building responsive systems: Developing mechanisms that allow for rapid responses to urgent issues and community needs [38].
3. Prioritizing effective communication: Utilizing technology and social media to communicate directly with the community, listen to complaints, and provide quick solutions [39].

Thus, the SMART leadership model and Ganjar Pranowo's SAT-SET leadership style can be adapted and applied by other leaders to achieve optimal results in government management [40-47].

CONCLUSION

This leadership style emphasizes immediate and effective responses to problems, supported by decisions based on accurate data and information to minimize errors. Ganjar is oriented towards real results that benefit the community, showing a commitment to public welfare. He is also known to be communicative and transparent, often interacting directly with the community through social media to ensure openness. In addition, Ganjar adopts an innovative approach by looking for creative solutions and utilizing modern technology in government. With a combination of speed, precision, and innovation, the "Sat-Set" leadership model implemented by Ganjar Pranowo creates a government that is responsive, effective, and close to the community.

Acknowledgements

The author would like to express his deepest gratitude to Ustadz Muthoifin, a lecturer who has provided valuable guidance, support, and direction during the process of writing this journal. Ustadz Muthoifin's dedication and expertise in this field greatly helped the author in developing ideas and completing this research. Thank you for all the time, attention, and advice that has been given. Hopefully, the goodness and knowledge that Ustadz has shared will become a charity and get a multiplied reward from Allah Almighty.

Author Contribution

All authors have read and agreed to the final version of this manuscript and state that no conflict of interest can affect the results of this study.

Conflicts of Interest

All authors state that there is no conflict of interest.

REFERENCES

- [1] M. Situmorang, G. M. Butar-butur, J. Simorangkir, dan M. Situmeang, "Pelatihan Dan Aktualisasi Nilai-Nilai Kepemimpinan Di Era Smart Society 5.0," *J. Pengabd. Pada Masy. Indones.*, vol. 1, no. 4, hlm. 57-66, Jul 2022, <https://doi.org/10.55542/jppmi.v1i4.261>
- [2] A. Atsiriyah, "Gaya Kepemimpinan Ganjar Pranowo".<https://doi.org/10.24114/bss.v12i2.44308>
- [3] N. M. Haryanto, "Gaya Kepemimpinan Ganjar Pranowo".<https://doi.org/10.31294/jmp.v2i1.1048>
- [4] C. Anam, T. Hastuti, dan D. M. Rosyanti, "Komponen – Komponen Inclusive Leadership Pada Sektor Pendidikan Dan Organisasi In Society 5.0," *Equilib. J. Ilm. Ekon. Manaj. Dan Akunt.*, vol. 10, no. 2, Okt 2021, <http://dx.doi.org/10.35906/je001.v10i2.822>
- [5] J. Alayya, "Strategi Populisme 'Wong Cilik' Ganjar Pranowo Dalam Twitter Untuk Mengelola Citra Positif," *J. Komun. Prof.*, vol. 7, no. 3, 2023. <https://doi.org/10.25139/jkp.v7i3.5783>
- [6] P. K. Wisudananda, "Bentuk Kepemimpinan Ganjar Pranowo Sebagai Gubernur Jawa Tengah". <https://doi.org/10.46880/methonomi.vol8no2.pp181-188>

-
- [7] S. Sukataman, M. Soodiqoh, . F. ‘Azizah, dan M. H. Falaakhuiddin, “Teori Pendekatan Dan Model Kepemimpinan Dalam Lembaga Pendidikan,” *Cakrawala J. Manaj. Pendidik. Islam Dan Studi Sos.*, vol. 7, no. 1, hlm. 89–104, Jun 2023, <https://doi.org/10.33507/cakrawala.v7i1.1266>
- [8] N. A. Putra dan E. O. Raharjo, “The Role Of Public Relations Team: Case Study Of Image Management In The Governor Of Central Java, Ganjar Pranowo In The Digital Era,” *J. Pekommas*, vol. 5, no. 2, hlm. 169, Okt 2020, <https://doi.org/10.30818/jpkm.2020.2050206>
- [9] D. Amalia, L. F. Tamara, D. P. Maharani, dan F. I. Syahputri, “Penerimaan Netizen Terhadap Citra Tokoh Politik Ganjar Pranowo Dalam Tayangan Adzan Di Televisi Pada Media Sosial Tiktok,” 2024. <http://dx.doi.org/10.31604/jips.v11i1.2024.263-276>
- [10] A. Taryana dan S. B. Pasaribu, “c” *J. Penelit. Inov.*, vol. 3, no. 2, hlm. 361–370, Jun 2023, <https://doi.org/10.54082/jupin.167>
- [11] O. Maria, “Analisis Personal Branding Ganjar Pranowo Melalui Media Sosial Instagram,” *J. Penelit. Inov.*, vol. 3, no. 2, hlm. 525–536, Agu 2023, <https://doi.org/10.54082/jupin.193>
- [12] J. Onoma, “Wacana Politik Identitas Dalam Pidato Calon Presiden RI 2024 Imran 1 Sultan 2 Mayong 3,” vol. 10, no. 2, 2024. <https://doi.org/10.30605/onoma.v10i2.3618>
- [13] A. Fristasya, C. R. Az-Zahra, M. Sumiati, S. Fauziah, dan F. Ahmad, “Pendekatan Swot Dalam Pengambilan Keputusan Perencanaan Sdm Di Pt X,” *Setia Mengabdi J. Pengabd. Kpd. Masy.*, vol. 2, no. 1, hlm. 20–30, Jun 2021, <https://doi.org/10.31113/setiamengabdi.v2i1.17>
- [14] E. Banahan, “Smart Leadership For Smart Organisations-D5,” 2020, [http://www.uk.infowin.org/ACTS/AIT\(2000\)](http://www.uk.infowin.org/ACTS/AIT(2000))
- [15] I. Kadarsih, S. Marsidin, A. Sabandi, dan E. A. Febriani, “Peran Dan Tugas Kepemimpinan Kepala Sekolah Di Sekolah Dasar,” *EDUKATIF J. ILMU Pendidik.*, vol. 2, no. 2, hlm. 194–201, Jul 2020, <https://doi.org/10.31004/edukatif.v2i2.138>
- [16] Y. B. S. Taqwa, “Penggunaan Media Sosial Instagram Ganjar Pranowo Dalam Kampanye Politik Pemilihan Gubernur Jawa Tengah Tahun 2018”. <https://ejournal3.undip.ac.id/index.php/jpgs/article>
- [17] J. Ahmad, “Desain Penelitian Analisis Isi (Content Analysis)”.
- [18] V. V. Glushchenko, “Ergodesign And ‘Specific’, ‘Measurable’, ‘Achievable’, ‘Relevant’, And ‘Time-Bound’ (SMART) Technologies As Tools For The Formation Of Innovative Leadership Programs”.
- [19] R. J. Sibuea, D. Lie, M. Butarbutar, dan F. Halim, “Pengaruh Stres Dan Konflik Terhadap Kinerja Pegawai Pada Pt Pln (Persero) P3b Sumatera Upt Pematangsiantar,” *SULTANIST J. Manaj. Dan Keuang.*, vol. 5, no. 1, hlm. 39–47, Agu 2018, <https://doi.org/10.37403/sultanist.v5i1.83>.
- [20] M. Sahabuddin, “Kepemimpinan Pendidikan Perspektif Manajemen Pendidikan”.
- [21] M. A. Fadhila, “Analisis Isi Kuantitatif Gaya Komunikasi Gubernur Jawa Tengah Ganjar Pranowo Melalui Tiktok @Ganjarpranowofc,” *MEDIALOG J. Ilmu Komun.*, vol. 6, no. 1, hlm. 17–31, Feb 2023, <https://doi.org/10.35326/medialog.v6i1.3044>.
- [22] Mardalena, “Efektivitas Kepemimpinan; Sebuah Kajian Teoritis.” 16 April 2018. <https://doi.org/10.31227/osf.io/4w2tm>.
- [23] H. A. Farisi, M. Purnomo, dan E. Maulina, “X Faktor Dari Kesuksesan Kewirausahaan Rintisan Yang Berbasiskan Teknologi,” *J. Manaj.*, vol. 8, no. 1, 2022.
- [24] D. S. Pujiono, “Pengaruh Sistem Pengendalian Intern Terhadap Pengelolaan Keuangan Daerah Serta Kinerja Pemerintah Daerah (Studi Di Provinsi Maluku Utara)”.
- [25] J. Juhji, Z. Syafe’i, dan A. Gunawan, “Kepemimpinan: Sebuah Kajian Literatur,” *J. Pendidik. Islam*, vol. 03, no. 02, 2020.
- [26] A. M. S. Sari, F. Fakhriyah, dan I. A. Pratiwi, “Pengaruh Pola Asuh Demokratis Terhadap Kemampuan Komunikasi Interpersonal Anak Usia 10-12 Tahun,” *J. Basicedu*, vol. 5, no. 4, hlm. 2513–2520, Agu 2021, <https://doi.org/10.31004/basicedu.v5i4.1222>.
- [27] I. Eliya, “Pola Komunikasi Politik Ganjar Pranowo Dalam Perspektif Sociolinguistik Di Media Sosial Instagram,” 2017.
- [28] F. N. Ayuni, “Analisis Tokoh Politik : Ganjar Pranowo”.
- [29] L. Y. Novanto, “Pemanfaatan Media Sosial Instagram Dalam Dunia Politik Oleh Ganjar Pranowo”.
- [30] A. Haikal, M. Poernomo, R. Diana, dan R. Septian, “Gaya Komunikasi Ganjar Pranowo Dalam Tayangan Youtube Atas Kasus Penerimaan Siswa Baru Dengan Sistem Zonasi,” *J. Media Penyiaran*, vol. 2, no. 1, hlm. 64–75, Jul 2022, <https://doi.org/10.31294/jmp.v2i1.1048>.
-

- [31] P. Astomo, "Politik Hukum Penyelenggaraan Sistem Pendidikan Nasional Yang Responsif Di Era Globalisasi," *Masal.-Masal. Huk.*, vol. 50, no. 2, hlm. 172-183, Apr 2021, <https://doi.org/10.14710/mmh.50.2.2021.172-183>.
- [32] S. Suharko, "Masyarakat Adat Versus Korporasi: Konflik Sosial Rencana Pembangunan Pabrik Semen Di Kabupaten Pati Jawa Tengah Periode 2013-2016," *J. Ilmu Sos. Dan Ilmu Polit.*, vol. 20, no. 2, hlm. 97, Mei 2017, <https://doi.org/10.22146/jsp.24776>.
- [33] A. Alkomari, "Analisis Komunikasi Krisis Gubernur Jawa Tengah Ganjar Pranowo Menghadapi Pandemi Covid-19," *Cover. J. Strateg. Commun.*, vol. 11, no. 1, hlm. 27-37, Sep 2020, <https://doi.org/10.35814/coverage.v11i1.1729>.
- [34] E. Adah dan M. Murbantoro, "Personal Branding Ganjar Pranowo Dalam Membangun Komunikasi Politik Di Media Sosial," *Sintesa*, vol. 2, no. 01, hlm. 123-138, Apr 2023, <https://doi.org/10.30996/sintesa.v2i01.8466>.
- [35] S. N. Evita, W. O. Z. Muizu, dan R. T. W. Atmojo, "Penilaian Kinerja Karyawan Dengan Menggunakan Metode Behaviorally Anchor Rating Scale Dan Management By Objectives (Studi Kasus Pada Pt Qwords Company International)," 2017.
- [36] D. P. Mahardika dan M. A. G. Priadi, "Karakteristik Komitmen Pada Pasangan Suami Istri Muslim Yang Mengalami Infertilitas (Usia Pernikahan 5-21 Tahun)".
- [37] F. Hanaris, "Peran Guru Dalam Meningkatkan Motivasi Belajar Siswa: Strategi Dan Pendekatan Yang Efektif," *J. Kaji. Pendidik. Dan Psikol.*, vol. 1, no. 1, hlm. 1-11, Jul 2023, <https://doi.org/10.61397/jkpp.v1i1.9>.
- [38] R. Agustian, "Perancangan Aplikasi E-Marketing Menggunakan Responsive Web Design," *J. Inform. Dan Rekayasa Perangkat Lunak*, vol. 2, no. 3, hlm. 361-367, Okt 2021, <https://doi.org/10.33365/jatika.v2i3.1236>.
- [39] A. M. Sari dan N. Aslami, "Strategi Komunikasi Pemasaran Asuransi Syariah," vol. 2, 2022, <https://doi.org/10.47467/manageria.v2i1.870>.
- [40] C. D. Setyawan, S. Sariyatun, dan C. D. S. Indrawati, "Pemimpin Ideal Dan Karakteristik Yang Didambakan Dalam Menjawab Tantangan Zaman," *Soc. Humanit. Educ. Stud. SHES Conf. Ser.*, vol. 5, no. 1, hlm. 96, Jan 2022, <https://doi.org/10.20961/shes.v5i1.57778>.
- [41] S. Arifin, Sutama, S. A. Aryani, H. J. Prayitno, and Waston, "Improving The Professional Teacher Competence Through Clinical Supervision Based on Multicultural Values in Pesantren," *Nazhruna J. Pendidik. Islam*, vol. 6, no. 3, pp. 386-402, 2023, <https://doi.org/10.31538/nzh.v6i3.4037>.
- [42] F. Furqan and A. Hikmawan, "Reason and Revelation According to Harun Nasution and Quraish Shihab and its Relevance to Islam Education," *Al-Misbah (Jurnal Islam. Stud.)*, vol. 9, no. 1, pp. 17-30, 2021, <http://doi.org/10.26555/al-misbah.v9i1.3890>.
- [43] H. Hakiman, B. Sumardjoko, and W. Waston, "Religious Instruction for Students with Autism in an Inclusive Primary School," *Int. J. Learn. Teach. Educ. Res.*, vol. 20, no. 12, pp. 139-158, 2021, <http://doi.org/10.26803/IJLTER.20.12.9>.
- [44] M. Fatimah, Sutama, and A. Aly, "Religious Culture Development in Community School: a Case Study of Boyolali Middle School, Central Java, Indonesia," *Humanit. Soc. Sci. Rev.*, vol. 8, no. 2, pp. 381-388, 2020, <http://doi.org/10.18510/hssr.2020.8243>.
- [45] I. Huda, "Pemberdayaan Masyarakat Berbasis Multikultural di Majelis Taklim An Najach Magelang," *INFERENSI J. Penelit. Sos. Keagamaan*, vol. 13, no. 2, pp. 253-278, 2020, <http://doi.org/10.18326/infs13.v13i2.253-278>.
- [46] M. Mahmudhassan, W. Waston, and A. Nirwana AN, "The Rights and Status of Widows in Islam: A Study from the Perspective of Multicultural Islamic Education in the Context of Bangladesh," *Multicult. Islam. Educ. Rev.*, vol. 1, no. 1, pp. 01-14, Sep. 2023, <http://doi.org/10.23917/mier.v1i1.2674>.
- [47] M. Fatimah, "Concept of Islamic Education Curriculum: A Study on Moral Education in Muhammadiyah Boarding School, Klaten," *Didakt. Relig.*, vol. 6, no. 2, pp. 191-208, 2019, <http://doi.org/10.30762/didaktika.v6i2.1103>.
-