e-ISSN: xxxx-xxxx, p-ISSN: 2747-1985 DOI: doi-issue Received: 05 October 2021, Revised: 25 October 2021, Publish: 02 November 2021 <u>https://creativecommons.org/licenses/by/4.0/</u>



# **Financial Managers as Policy Makers and Company Relations** with Financial Markets

# Eric Hermawan

Lecturer of Institute STIAMI, Jakarta, Indonesia, email: eric@stiami.ac.id

#### Corresponding Author: Eric Hermawan

**Abstract:** Financial Management means planning, organizing, directing, and controlling economic activities such as procurement and utilization of company funds. Financial Management itself has several principles that must be considered to be used by financial managers to minimize company costs while maximizing company profits. These principles are divided into 4 points: Accountability, Consistent, Transparent, and Integrity. The financial managers is no less critical and can be considered the spearhead of a company. Financial managers have various roles that depend on the company's situation and complexity. This study indicates that financial managers have a role and function as a liaison between companies and productive financial markets. The method used in this research is the descriptive qualitative method and library research, where the data collection is taken from various sources that exist and can be accounted for.

#### Keywords: Financial Manager, Policy Maker, Company Relations, Financial Market

#### **INTRODUCTION**

The financial manager is one of the roles of company managers responsible for making important decisions regarding investment and company funding. Regarding investment decision-making, financial managers will be directly involved in planning and controlling the use of funds. To fund the company's investments and operations, the financial manager is responsible for obtaining funds following their needs regarding the period, requirements, and costs.

The company will obtain funds either from the capital market or from banks or other sources of funds. Thus, the smooth flow of cash from outside funds into the company to finance investment and company operations is highly dependent on the ability of financial managers to carry out the funding function.

After the funds have been invested to finance the company's operations and can generate profits, then the financial manager will also be involved in making decisions about how much of the profits will be paid to the company owner or funder and how much will be reinvested (reinvested) to finance the company's operations. Finance company growth. So that financial managers play a significant role in smoothing the flow of cash or funds from outside into the company, or vice versa from inside to outside the company, namely paying dividends to company owners and repaying debts to creditors. (Wahyono, 2016).

Based the formulation of problem has been described above, then the researcher determines the formulation of the problem as follows:

- 1. How does the Financial Manager relate the company to the financial market ?
- 2. How is the policy determination made by the company on the financial market ?
- 3. What is the impact of the company's relationship with the financial market ?

#### LITERATURE REVIEW

#### **Financial Markets**

The financial market, which consists of the capital market, is an indicator that must be considered to maintain economic stability. The rate of economic growth and weakening can be seen from the state of its capital market, which cannot be separated from other countries' influence on financial markets. The capital market has become a financial nerve center in today's modern economic world. Even a modern economy cannot exist without a capital market that is strong, globally competitive, and well-organized. (Muklis, 2016)

According to a report presented by the World Federation of Exchanges (WFE) in 2015, there are the ten most significant stock exchanges in the world, which are the best places to carry out investment activities, in the form of buying and selling transactions on stocks, including commodity stocks, financial stocks, and technology company stocks. and among the ten stock exchanges, three countries have the largest stock exchanges: the United States, Europe, and China. (Chromler, 2016)

Based on the size of the stock exchange they have, it shows that the country, by maximizing its economic activities through the capital or stock market, on the country's economic condition in the financial market, will make a stock market that will be able to influence the financial market conditions of other countries globally. (Polia & Seftaria, 2017)

#### **Financial Managers**

Financial Management has developed from the notion of management that only prioritizes activities to obtain funds to those that prioritize activities to obtain and use funds and manage assets-particularly analyzing the sources of funds and their use to realize them. (Mulyanti, 2017)

Maximum profit for the company. Financial management must understand the flow of money, both external and internal. However, financial management is also concerned with determining the appropriate amount of assets from various investments and selecting sources of funds to finance these assets. Financial managers can obtain funds from inside or outside the company to obtain them. Sources from outside the company come from the capital market, which can be debt or own capital. A financial manager in a company must know how to manage all elements and aspects of finance. Financial management must do this because finance is one of the essential functions in achieving company goals. A manager must know the characteristics of financial management. (Mulyanti, 2017)

The financial manager does not know what the elements of financial management are, so there will be difficulties in running a company. Therefore, a financial manager must know all financial management activities, especially analyzing the sources of funds and their use to realize maximum profits for the company. A financial manager must understand the flow of money, both external and internal. (Kristin et al., 2021)

The success of a company is influenced by the ability of the financial manager to adapt to changes, increase company funds so that company needs can be met, invest in company assets, and manage them wisely. If the Finance Manager can appropriately develop the company, then, in turn, the overall economic condition will also be better. If investments misallocated funds more broadly, economic growth would be slow.

So researchers can conclude that financial managers have the following responsibilities: 1) Making investment decisions or active spending (investment decisions), 2) Making passive funding or spending decisions (financing decisions), and 3) Making dividend decisions.

# **Policy Maker**

In making policies, company management needs to obtain data or information that will later determine the guidelines to be taken by the company. Companies can receive data from various sources to achieve sound corporate decisions. A reasonable conclusion will affect the company's performance and credibility. (Kristin et al., 2021)

Managers must be able to analyze the data he has obtained, which will determine the decisions to be taken. And managers must be able to make decisions quickly and effectively to be implemented in their company. (Saputra & Ali, 2022)

# **Company Relations**

Company relations greatly determine the level of prosperity of a company. With the company's relationships, the company will quickly get the support and information the company needs. One of them is if a company needs capital to add to its operational costs.

It will also be easy to run a business with the company's relationships because it will quickly obtain information about its business activities. Then the extensive company relationships will also make it easier for companies to get distributors for the goods produced and facilitate data collection. (Saputra & Ali, 2022)

Table 1: Previous Research								
No	Author (year)	Previous Research	Similarities to	Difference				
		Results	this article	with this				
				article				
1	(Mulyanti,	Corporate Financial	The Role of	Company				
	2017)	Management	Financial	Management				
			Managers and					
			Financial					
			Markets					
2	(Polia &	Analysis of the Influence	Financial	Global				
	Seftaria, 2017)	of Global Financial	Markets	Financial				
		Markets on Financial		Market				
		Markets in Indonesia		Influence				
3	(Noekent, 2018)	Financial Market	Financial	Innovation				

Table	1:	Previous	Research
-------	----	----------	----------

4	(Suhendra & Fakhruddin,	Relations and Innovation Performance: A Preliminary Study on Indonesian Financial Markets Literature Study The Importance of Financial	Market Relations Financial Markets	Performance The Role of Financial
	2017)	Market Stability		Market Stability
5	(Trihadmini & B. S. W, 2011)	Impact of Multivariate Volatility, Contagion and Spillover Effect of Global Financial Markets on Stock Indices and Rupiah Exchange Rates in Indonesia	Financial Markets	Impact of Multivariate, Volatility on Stock Index and Rupiah Exchange Rate in Indonesia
6	(Septiani & Wuryani, 2020)	The Effect of Financial Literacy and Financial Inclusion on MSME Performance in Sidoarjo	Financial Literacy	The Effect of Financial Literacy on MSME Performance in Sidoarjo
7	(Subardi & Yuliafitri, 2019)	The Effectiveness of the Islamic Financial Literacy Movement in Educating the Public in Understanding Islamic Financial Products	Financial Literacy	Educating the Public in Understanding Islamic Financial Products

#### **RESEARCH METHODS**

This article uses a descriptive qualitative research method, using a search and observation system regarding companies and financial markets. The data were collected by reviewing the literature review of previous studies, and Researchers took the data through Google Scholar. By obtaining reliable data and information and doing citations with Mendeley. Data collection was used in analyzing descriptive qualitative methods, namely: 1) Data Collection, 2) Data Selection, and 3) Verification.

This article dicussed about Financial Managers as Policy Makers and Company Relations with Financial Markets.

# FINDINGS AND DISCUSSION

## 1. How does the Financial Manager relate the company to the financial market

A financial manager must have connections or relationships with people around the financial market, which will impact the company in determining policies. A financial manager will provide information on his company to the financial market regarding the performance of the company's financial statements or reports on the company's production results. (Rajab & Saputra, 2021)

Which is where the broader community will know about the company. If the company is good and has good performance, the wider community will be interested in the company. And start to find out about the products they sell or manufacture.

And the advantage for the capital market is that the company will be ogled by investors as a provider of capital, both for business development, product development, and so on. In addition, the financial market will also benefit; namely, its credibility will increase as more companies have relationships with the capital market. (Kristin et al., 2021)

Financial Managers influence the Company's relationship with the Financial Market. It is in line with previous articles, including those: (Kristin et al., 2021), (Mulyanti, 2017)

# 2. How is the policy determination made by the company on the financial market

Policy determination is an action usually carried out by a manager or director in an organization or company to determine the solution or solution to existing problems. In determining company policies, company management, both supervisors, managers, directors, and even commissioners will determine policies if they have obtained good information or data in making these policies. (Adi & Miradji, 2020)

The company management will also consider the information or data they obtain before making policies. Which, of course, will have an impact on all elements in the company. In determining policy, there are steps in deciding it, namely: 1) Defining a problem or decision, 2) Gathering information related to existing problems, 3) Analysis of the causes, 4) Finding alternative solutions, 5) Compiling a plan of action to be taken. Carried out, and 6) implement and evaluate the actions that have been determined.

Policymakers influence the Company's relationship with the Financial Market. It is in line with previous articles: (Adi & Miradji, 2020), (AW et al., 2021)

# 3. How is the impact of the company's relationship with the financial market

The impact of the relationship that the Company has with the financial market is that it will create a good business or business environment and benefit many parties. The Company benefits from having investors who will provide them with capital to develop its business activities. And investors will help by giving dividends or company profits later. (Binsar et al., 2018)

And companies that have relations with the financial market, all forms of company activities can be monitored by the wider community. The public and investors will always highlight the Company's performance, financial reports, and the policies taken. In addition, the financial market can also bring together or connect borrowers of funds with parties who are borrowing or who require funds to run their businesses and develop their ideas.(Saputra & Ali, 2021)

Not only that, if a company has extra funds that are not used shortly, they can lend these funds to borrowers with short-term loans called the money market. In this way, the saved capital will be beneficial for business actors who need capital and impact the Company's credibility in the financial market. (Ali, 2019)

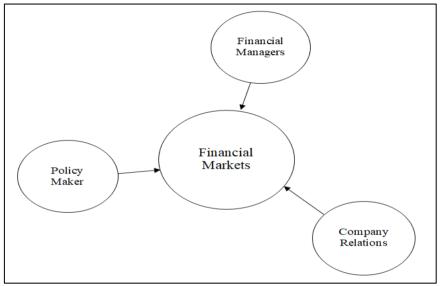
Financial markets can also help companies trade corporate securities such as stocks and bonds. That way, the public can provide ideas or ideas for companies whose shares they buy to progress and develop the Company in the General and Extraordinary General Meetings of Shareholders (EGMS/EGMS). (Trihadmini, 2011)

Company relations affect the Company's relationship with the Financial Market. It is in line with previous articles, including: (Noekent, 2018), (Ma'ruf, 2019)

#### **Conceptual Framework**

Based on the problem formulation and discussion described above, a conceptual framework is formed as follows:

# Financial Managers as Policy Makers and Company Relations with Financial Markets



**Figure 1: Conceptual Framework** 

Apart from the 3 variable factors that affect the company's relationship with the financial market, there are many other factors including:

- Leadership: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016). (Rajab & Saputra, 2021)
- Employee Performance: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016). (Munawar & Saputra, 2021)
- 3) Creativity: (Desfiandi et al., 2017), (Yacob et al., 2020), (Richardo et al., 2020), (Widayati et al., 2020b), (Prayetno & Ali, 2020), (Widayati et al., 2020a).
- 4) Management: (Sutiksno et al., 2017), (Agussalim et al., 2017), (Sutiksno et al., 2017), (No et al., 2017), (Gupron, 2019), (Aima et al., 2017), (Saputra & Ali, 2022).
- Organization: (Sari & Ali, 2019), (Brata, Husani, Hapzi, 2017), (Limakrisna et al., 2016), (Desfiandi et al., 2017), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Sulaeman et al., 2019), (Ali, 1926), (Masydzulhak et al., 2016), (Widodo et al., 2017), (Silitonga et al., 2017), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Saputra & Ali, 2022),

# **CONCLUSION AND RECOMMENDATION**

#### Conclusion

Based on the literature review and the above discussion, the researcher draws conclusions based on the variables above, namely:

- 1) Finance Manager has a role in determining policies and connecting the company with financial markets.
- 2) Policymakers, taken based on information or data obtained by a company, which data will be retrieved and produce policies.
- 3) Company relations play an essential role in company activities, facilitating a company's actions or needs.

# Recommendation

Based on the conclusions above, suggestions are needed to add related factors between Financial Managers, Policy Makers, Corporate Relations, and Financial Markets.

# **BIBLIOGRAPHY**

- Adi, B., & Miradji, M. A. (2020). Pengaruh Partisipasi Penyusunan Pajak Penghasilan Badan Yang Terutang Terhadap Kinerja Bagian PPh Badan Dengan Koreksi Fiskal Sebagai Penentu Kebijakan. Jurnal Akuntansi Dan Pajak, 20(2), 161–170. https://doi.org/10.29040/jap.v20i2.732
- Agussalim, M., Ayu Rezkiana Putri, M., & Ali, H. (2016). Analysis work discipline and work spirit toward performance of employees (case study tax office Pratama two Padang). *International Journal of Economic Research*.
- Agussalim, M., Limakrisna, N., & Ali, H. (2017). International Journal of Economics and Financial Issues Mutual Funds Performance: Conventional and Sharia Product. *International Journal of Economics and Financial Issues*.
- Aima, P. H., Adam, R., & Ali, P. H. (2017). Model of Employee Performance : Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center). *Journal of Research in Business and Management*.
- Ali, H. (1926). Evolution of Tank Cascade Studies of Sri Lanka. Saudi Journal of Humanities and Social Sciences. https://doi.org/10.21276/sjhss
- Ali, H. (2019). Building Repurchase Intention and Purchase Decision: Brand Awareness and Brand Loyalty Analysis (Case Study Private Label Product in Alfamidi Tangerang). Saudi Journal of Humanities and Social Sciences, 04(09), 623–634. https://doi.org/10.36348/sjhss.2019.v04i09.009
- Ali, H., Mukhtar, & Sofwan. (2016). Work ethos and effectiveness of management transformative leadership boarding school in the Jambi Province. *International Journal of Applied Business and Economic Research*.
- Anwar, K., Muspawi, M., Sakdiyah, S. I., & Ali, H. (2020). The effect of principal's leadership style on teachers' discipline. *Talent Development and Excellence*.
- Bastari, A., -, H., & Ali, H. (2020). DETERMINANT SERVICE PERFORMANCE THROUGH MOTIVATION ANALYSIS AND TRANSFORMATIONAL LEADERSHIP. International Journal of Psychosocial Rehabilitation. https://doi.org/10.37200/ijpr/v24i4/pr201108
- Binsar, J., Pangaribuan, M., & Ali, H. (2018). Influence Service Quality, Customer Relationship and Customer Satisfaction to Customer Loyalty: Case Study in Individual Customer PT. Prudential in 2016. Saudi Journal of Business and Management Studies (SJBMS. https://doi.org/10.21276/sjbms.2018.3.4.7

- Brata, Husani, Hapzi, B. H. S. A. (2017). Saudi Journal of Business and Management Studies Competitive Intelligence and Knowledge Management: An Analysis of the Literature. *Saudi Journal of Business and Management Studies*. https://doi.org/10.21276/sjbms
- Chauhan, R., Ali, H., & Munawar, N. A. (2019). BUILDING PERFORMANCE SERVICE THROUGH TRANSFORMATIONAL LEADERSHIP ANALYSIS, WORK STRESS AND WORK MOTIVATION (EMPIRICAL CASE STUDY IN STATIONERY DISTRIBUTOR COMPANIES). Dinasti International Journal of Education Management And Social Science. https://doi.org/10.31933/dijemss.v1i1.42
- Desfiandi, A., Fionita, I., & Ali, H. (2017). Implementation of the information systems and the creative economy for the competitive advantages on tourism in the province of Lampung. *International Journal of Economic Research*.
- Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, & H. A. (2017). Organizational Performance: Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*. https://doi.org/10.21276/sjhss.2017.2.3.9
- Elmi, F., Setyadi, A., Regiana, L., & Ali, H. (2016). Effect of leadership style, organizational culture and emotional intelligence to learning organization: On the Human Resources Development Agency of Law and Human Rights, Ministry of Law and Human Rights. *International Journal of Economic Research*.
- Gupron, G. (2019). Meningkatkan Kinerja Karyawan Melalui Sistim Informasi Manajemen dan Komunikasi (Studi pada Biro Pengelolaan Barang Milik Daerah Setda Provinsi Jambi). J-MAS (Jurnal Manajemen Dan Sains). https://doi.org/10.33087/jmas.v4i1.73
- Harini, S., Hamidah, Luddin, M. R., & Ali, H. (2020). Analysis supply chain management factors of lecturer's turnover phenomenon. *International Journal of Supply Chain Management*.
- Kristin, M., Leon, F. M., & Purba, Y. E. (2021). Faktor Faktor Penentu Kebijakan Pembayaran Dividen Pada Industri Non Keuangan di Indonesia dan Australia. *Jurnal Bisnis Strategi*, 30(2), 101–114. https://doi.org/10.14710/jbs.30.2.101-114
- Limakrisna, N., Noor, Z. Z., & Ali, H. (2016). Model of employee performance: The empirical study at civil servants in government of west java province. *International Journal of Economic Research*.
- Ma'ruf, M. (2019). Mengarahkan Demokrasi Pancasila (Relasi Demokrasi, Ekonomi Dan Politik). Jurnal Ilmiah CIVIS, VIII(2), 87–101.
- Masydzulhak, P. D., Ali, P. D. H., & Anggraeni, L. D. (2016). The Influence of work Motivationand Job Satisfaction on Employee Performance and Organizational Commitment Satisfaction as an Intervening Variable in PT. Asian Isuzu Casting Center. In Journal of Research in Business and Management.
- Mulyanti, D. (2017). Manajemen Keuangan Perusahaan. AKURAT: Jurnal Ilmiah Akuntansi, 8(1), 62–71.
- Munawar, N. A., & Saputra, F. (2021). Application Of Business Ethics And Business Law On Economic Democracy That Impacts Business Sustainability. 3, 115–125.
- No, P., Sanusi, A., Desfiandi, A., Ali, H., St, A. B., & Ct, R. A. (2017). PERFORMANCE-BASED ON THE HIGHER EDUCATION QUALITY IN PRIVATE COLLEGES. *Proeeding MICIMA*.
- Noekent, V. (2018). Relasi Pasar Keuangan Dan Kinerja Inovasi: Studi Pendahuluan Pada Pasar Keuangan Indonesia. *Jurnal Ekonomi Dan Bisnis*, 12(23), 16–27.
- Polia, A. L., & Seftaria, C. (2017). Analisa Pengaruh Pasar Keuangan Global Terhadap Pasar Keuangan di Indonesia. JIM Ekonomi Pembangunan Fakultas Ekonomi Dan Bisnis Unsyiah, 2(4), 489–499.
- Prayetno, S., & Ali, H. (2017). Analysis of advocates organizational commitment and

advocates work motivation to advocates performance and its impact on performance advocates office. *International Journal of Economic Research*.

- Prayetno, S., & Ali, H. (2020). The influence of work motivation, entrepreneurship knowledge and advocate independence on advocate performance. *International Journal of Innovation, Creativity and Change*.
- Rajab, M., & Saputra, F. (2021). Leadership, Communication, And Work Motivation In Determining The Success Of Professional Organizations. *Journal of Law Politic and Humanities*, 1(2), 59–70.
- Richardo, Hussin, M., Bin Norman, M. H., & Ali, H. (2020). A student loyalty model: Promotion, products, and registration decision analysis-Case study of griya english fun learning at the tutoring institute in wonosobo central Java. *International Journal of Innovation, Creativity and Change*.
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Building behavior and performance citizenship: Perceived organizational support and competence (case study at SPMI private university in west Sumatra). *International Journal of Psychosocial Rehabilitation*. https://doi.org/10.37200/IJPR/V24I6/PR260195
- Rivai, A., Suharto, & Ali, H. (2017). Organizational performance analysis: Loyalty predictors are mediated by work motivation at urban village in Bekasi City. *International Journal of Economic Research*.
- Riyanto, S., Pratomo, A., & Ali, H. (2017). EFFECT OF COMPENSATION AND JOB INSECURITY ON EMPLOYEE ENGAGEMENT (STUDY ON EMPLOYEE OF BUSINESS COMPETITION SUPERVISORY COMMISSION SECRETARIAT). International Journal of Advanced Research. https://doi.org/10.21474/ijar01/4139
- Riyanto, S., Sutrisno, A., & Ali, H. (2017). International Review of Management and Marketing The Impact of Working Motivation and Working Environment on Employees Performance in Indonesia Stock Exchange. *International Review of Management and Marketing*, 7(3), 342–348. http://www.econjournals.com
- Saputra, F., & Ali, H. (2021). THE IMPACT OF INDONESIA 'S ECONOMIC AND POLITICAL POLICY REGARDING PARTICIPATION IN VARIOUS INTERNATIONAL FORUMS: G20 FORUM (LITERATURE REVIEW OF FINANCIAL MANAGEMENT). Journal of Accounting and Finance Management, 1(4), 415–425.
- Saputra, F., & Ali, H. (2022). PENERAPAN MANAJEMEN POAC: PEMULIHAN EKONOMI SERTA KETAHANAN NASIONAL PADA MASA PANDEMI COVID-19 (LITERATURE REVIEW MANAJEMEN POAC). Jurnal Ilmu Manajemen Terapan, 3(3), 316–328. https://doi.org/10.31933/jimt.v3i3
- Sari, V. N., & Ali, H. (2019). PERUMUSAN STRATEGI BAGI UNIVERSITAS PUTRA INDONESIA YPTK PADANG UNTUK MERAIH KEUNGGULAN BERSAING. Jurnal Ekonomi Manajemen Sistem Informasi. https://doi.org/10.31933/jemsi.v1i1.42
- Septiani, R. N., & Wuryani, E. (2020). Pengaruh Literasi Keuangan Dan Inklusi Keuangan Terhadap Kinerja Umkm Di Sidoarjo. *E-Jurnal Manajemen Universitas Udayana*, 9(8), 3214. https://doi.org/10.24843/ejmunud.2020.v09.i08.p16
- Silitonga, P. E. S., Widodo, D. S., & Ali, H. (2017). Analysis of the effect of organizational commitment on organizational performance in mediation of job satisfaction (Study on Bekasi City Government). *International Journal of Economic Research*.
- Subardi, H. M. P., & Yuliafitri, I. (2019). EFEKTIVITAS GERAKAN LITERASI KEUANGAN SYARIAH DALAM MENGEDUKASI MASYARAKAT MEMAHAMI PRODUK KEUANGAN SYARIAH. Banque Syar'i: Jurnal Ilmiah Perbankan Syariah, 5(1), 31–44.
- Suhendra, N., & Fakhruddin. (2017). Studi Literatur Pentingnya Stabilitas Pasar Keuangan.

Jurnal Ilmiah Mahasiswa (JIM) Ekonomi Pembangunan Fakultas Ekonomi Dan Bisnis Unsyiah, 2(3), 329–336.

- Sulaeman, A. S., Waluyo, B., & Ali, H. (2019). Making dual procurement and supply chain operations: Cases in the indonesian higher education. *International Journal of Supply Chain Management*.
- Sutiksno, D. U., Sucherly, Rufaidah, P., Ali, H., & Souisa, W. (2017). A literature review of strategic marketing and the resource based view of the firm. In *International Journal of Economic Research*.
- Trihadmini, N. (2011). Contagion dan spillover effect pasar keuangan global sebagai early warning system. *Finance and Banking Journal*, *13*(1), 47–61.
- Trihadmini, N., & B. S. W, P. (2011). Dampak Multivariat Volatility, Contagion dan Spillover Efiect Pasar Keuangan Global terhadap Indeks Saham dan Nilai Tukar Rupiah di Indonesia. In *Jurnal Ekonomi dan Pembangunan Indonesia* (Vol. 11, Issue 2, pp. 117–134). https://doi.org/10.21002/jepi.v11i2.185
- Widayati, C. C., Ali, H., Permana, D., & Nugroho, A. (2020a). The role of destination image on visiting decisions through word of mouth in urban tourism in Yogyakarta. *International Journal of Innovation, Creativity and Change*, 12(3).
- Widayati, C. C., Ali, H., Permana, D., & Nugroho, A. (2020b). The Role of Destination Image on Visiting Decisions through Word of Mouth in Urban Tourism in Yogyakarta. In *International Journal of Innovation, Creativity and Change. www.ijicc.net* (Vol. 12). www.ijicc.net
- Widodo, D. S., Silitonga, P. E. S., & Ali, H. (2017). Analysis of Organizational Performance: Predictors of Transformational Leadership Style, Services Leadership Style and Organizational Learning (Studies in Jakarta Government). *International Journal of Economic Research*, 14(2), 167–182.
- Yacob, S., Sucherly, Sari, D., Mulyana, A., & Ali, H. (2020). An Optimising strategy for minimarket modern retail business performance in Indonesia. *International Journal of Innovation, Creativity and Change*.