

e-ISSN 2353-0758

MODERN | MANAGEMENT | REVIEW |

Quarterly, Volume 26

(January - March)

Research Journal

No. 1(2021)

Volume Editor

Joanna Wiażewicz

MMR Journal indexed, among others, on the basis of the reference of the Minister of Science and Higher Education in DOAJ, EBSCO, ERIH PLUS, NSD and Index Copernicus Journal Master List 2019

Issued with the consent of the Rector

Editor in Chief
Publishing House of Rzeszow University of Technology
Lesław GNIEWEK

Members of the Advisory Board of the Journal
Modern Management Review

Gerhard Banse (EA European Academy of Technology and Innovation Assessment GmbH, Germany),
Joe Bogue (University College Cork, Ireland), Gérard Kokou Dokou (Université du Littoral Côte
d'Opale Dunkerque, France), Andriy Gerasymchuk (National University of Zhytomyr, Ukraine),
Aleš Gregar (Tomas Bata University in Zlín, the Czech Republic), Danuta Hübner (Poland),
Andrzej Kaleta (Wrocław University of Economics and Business, Poland), Jerzy Kisielnicki (University
of Warsaw, Poland), Dušan Malindžák (Technical University of Kosice, Slovakia), William H. Meyers
(University of Missouri, USA), Johan van Ophem (Wageningen University & Research, Holland),
Grzegorz Ostasz (Rzeszow University of Technology, Poland), Aleksandr Razin (Moscow State
University, Russia), Sergej SerioGIN (National Academy of State Management under the President
of Ukraine, Ukraine), Antonio Stasi (Università degli studi di Foggia, Italia), Róbert Štefko (Prešov
University in Prešov, Slovakia), Josu Takala (University of Vaasa, Finland), Tamara Tkach (Melitopol
Institute of Public and Municipal Administration of "Classic Private University", Ukraine),
Karsten Weber (Technical University of Applied Sciences in Regensburg, Germany), Gabriel Weiss
(Technical University of Kosice, Slovakia)

Editor in Chief

Beata ZATWARNICKA MADURA (Rzeszow University of Technology, Poland)

Deputy of Editor in Chief

Stanisław GĘDEK (Rzeszow University of Technology, Poland)

Editorial assistant

Joanna WIAŻEWICZ (Rzeszow University of Technology, Poland)

Associate Editors

Nataliia GERASYMCHUK (Rzeszow University of Technology, Poland)

Grzegorz LEW (Rzeszow University of Technology, Poland)

Andrzej PACANA (Rzeszow University of Technology, Poland)

Zhanna POPLAVSKA (Rzeszow University of Technology, Poland)

Grzegorz ZIMON (Rzeszow University of Technology, Poland)

Statistical editor

Paweł HYDZIK (Poland)

Volume editor

Joanna WIAŻEWICZ (Rzeszow University of Technology, Poland)

Language editors

Magdalena REJMAN-ZIENTEK (Poland), Piotr CYREK (Poland)

Project of the cover

Damian GĘBAROWSKI

The electronic version of the Journal is the final, binding version.

e-ISSN 2353-0758

Publisher: Publishing House of Rzeszow University of Technology
12 Powstańców Warszawy Ave., 35-959 Rzeszow (e-mail: oficyna@prz.edu.pl), <http://oficyna.prz.edu.pl>

Editorial Office: Rzeszow University of Technology, The Faculty of Management,
10 Powstańców Warszawy Ave., 35-959 Rzeszów, phone: +48 17 8651383, e-mail: kwart_wz@prz.edu.pl
<http://mmr.prz.edu.pl>

Additional information and an imprint – p. 81

CONTENTS

From the Editorial Committee	5
Natalia Gerasymchuk: Economic institutions of regulation and countering abuses in property relations	7
Ismartaya, Safuan Safuan, Yulianingsih, Budiandru, Arief Ristia Pangestu: The influence of work motivation and discipline on work achievement through leadership	19
Valerii Marenichenko: State regulation of Ukrainian tourist brand	29
Andrzej Pacana, Karolina Czerwińska, Michalene Eva Grebski: Analysis of the possibility of using key performance indicators in the systems of logistics and production enterprises	37
Dominika Siwiec, Stanislav Vandžura: The combination of selected management instruments to analyze quality problems	49
Vladimir Sazonov, Ilimar Ploom: Some remarks on the ideological core and political pillars of the so-called Islamic state	59
Additional information	81

From the Editorial Committee

We are giving you the next Vol. 26, No. 1(2021) issue of the Quarterly of the Faculty of Management of the Rzeszow University of Technology entitled “Modern Management Review”.

The primary objective of the Quarterly is to promote publishing of the results of scientific research within economic and social issues in economics, law, finance, management, marketing, logistics, as well as politics, corporate history and social sciences.

Our aim is also to raise the merits and the international position of the Quarterly published by our Faculty. That is why we provided foreign Scientific Council, as well as an international team of Reviewers to increase the value of the scientific publications.

The works placed in this issue include many assumptions and decisions, theoretical solutions as well as research results, analyses, comparisons and reflections of the Authors.

We would like to thank all those who contributed to the issue of the Quarterly and we hope that you will enjoy reading this issue.

With compliments
Editorial Committee

Nataliia GERASYMCHUK¹

ECONOMIC INSTITUTIONS OF REGULATION AND COUNTERING ABUSES IN PROPERTY RELATIONS

Institutions are made up of formal rules (constitutions, laws, and regulations) and informal constraints (conventions and norms of behavior), and the way both are enforced. Well-specified property rights that reward a productive and creative activity, a legal system that enforces such laws at low cost, and internal codes of conduct that are complementary to such formal rules are the essential underpinning to productive economy. In order to counteract the illegal property redistribution, it is necessary to have a complex system of uniform norms and interrelated standards of practice, such as legal framework, common policy in the field of law enforcement and coherent policy of economic security. In the article the system of regulation of property rights institutions in Ukraine has been analyzed and an effective option has been suggested. They were based on the economic interest more than on administrative enforcement.

Keywords: economic institutions, economic policy, macroeconomics, microeconomics, property relations.

1. INTRODUCTION

Existing property relations and conditions of implementation are the keys to the effective functioning of the economy and the state as a whole in the form of individual components of economic policy – institutions.

The institutions were first introduced in their present definition by Douglass North in 1990, which summarizes much of his earlier work relating to economic and institutional change. In this work, North defines institutions as “humanly devised constraints that structure political, economic and social interactions.” (North, 1991). The constraints, as North describes, are devised as formal rules (constitutions, laws, property rights) and informal restraints (sanctions, taboos, customs, traditions, code of conduct), which usually contribute to the perpetuation of order and safety within a market or society.

Institutions, in today’s meaning, are the collection of specially created economic, legal, legislation and regulations that act as a constraint to economic agents, as well as control mechanisms for their implementation and protection.

Institutions are created by human beings and make sense as a continuous response to different levels of uncertainty. Despite the fact that the fundamental reason for creating the institutions associated with people trying to structure the environment to make it more predictable, appropriate efforts can and do lead to an increase in uncertainty. For example,

¹ Nataliia Gerasymchuk, PhD, Associate professor of Department of Economics, Rzeszow University of Technology; e-mail: n.gerasymchu@prz.edu.pl. ORCID: 0000-0002-3931-5320.

the development of formal property rights has made the overall social environment more predictable, but increased uncertainty for those who have traditionally used the no man's land, not having specific rights to it.

Taken together, the institutions organize the influence on economic processes and relationships, structure interaction of the participants, make the incentives work. The essential role that institutions play in society is to reduce uncertainty in the economic relations by establishing a stable structure of interactions between the economic agents.

Therefore, the development of economic policy institutes, bound by numerous bonds depends primarily on the stable and sound development of the economy and property.

The main task of this article is to analyze system regulation of property rights institutions in Ukraine and to offer an effective option, based on the economic interest more than administrative enforcement.

2. LITERATURE OVERVIEW

Topics of property relations are traditionally studied by scientists in the sphere of law, economic policy – by economists, processes in society transformation – by sociologists. About economic institution formation as the prerequisite to the formation of state first was mentioned by Hodgson, G. M. in his work *Economics and Institutions: A Manifesto for a Modern Institutional Economics* (Hodgson, 1989). This narrative was caught up by North Douglass C. in “*Institutions, Institutional Change and Economic Performance*” (North, 1990) and since then those authors are considered as founders of institutions theory.

Of course, before those terms were mentioned in economic literature, there were tons of work on theory of state and law. But as it often happens, another point of view, this time – from economic perspective – showed a totally new meaning of this topic.

In Ukrainian scientific literature the main authors who dedicated their work to the topic of economic institutions are Malik Mykola Yosypovych, Shpikuliak Oleh Grygorovych (Malik, Shpikuliak, 2010), Stepanenko S. V. (2008).

A lot of questions of correct establishment of economic relations were covered by the works of Arefieva O. V. (Arefieva, Vovk, Posypaiko, 2020), Nitsenko V. (Nitsenko, 2020) and many others.

Fiscal institutions and audit systems were studied in detail by many researches, the closest to the topic is the works of Vasurenko L. V., Kuksa I. N., Shtuler I. (2019), Lisovyi Andrii (2018), Titenko Zoya (2017) and a lot of others.

Despite the fact that this topic was studied and almost anything about it was discussed (for example, in *Development of agricultural entrepreneurship: trends and prospects*, 2012), nowadays, due to another global change in all spheres of economic and social life, this topic is still up-to-date. As the reality shows, lessons were not learned, and Ukraine seemed to have returned to initial stage of institutional development. Thus, the topic of economic institutions of regulation and countering abuses in property relations is actual in new circumstances, and the author hopes that this time it would be successful.

3. RESULTS AND DISCUSSION

In the present circumstances, the economic institutions have a deterrent effect, often leading to critical situations in the area of ownership. This requires more detailed consideration of the impact of economic policy, as a set of economic measures and actions aimed at achieving clearly defined results, including institutional, competition, monetary,

fiscal, financial, foreign trade, investment and pricing policies to ensure the economic security of the property.

The importance of the state's economic policy is focusing on the institutional changes, which include a number of components to improve: property relations, promoting the transition to modern enterprise business organization, competition between market participants.

Institutional policy involves formation corresponding to market principles of the legal and institutional environment, a general statement for all businesses procedures and rules of conduct. Performing of institutional policies are including reform of enterprises in accordance with the modern structure of the economy and development of the full support of small business, competitive formation of large corporate entities, providing incentives for the transfer of state property into private property or on the contrary, the legislative creation and support of new market institutions.

An arsenal of institutional policy consists of tools such as: providing a legal basis of market processes, the development of the legal bases for creation, operation and liquidation of enterprises, including through bankruptcy, establishing effective organizational and economic structures, the transformation of property relations.

Development of market relations and property relations, which began in the 90s, was accompanied by delay in the creation and formation of the institutional framework. This contradiction in the real market relations and in the development of institutions is preserved in the present. The positive result of the reform of the entire system of economic relations has been the stabilization of the economy, creating a constitutional framework to ensure and protect the interests, rights and freedoms of the individual, society and the state. However, despite the fact that the problem of economic growth has been resolved, we cannot solve the problem of incentives and motivation to ensure the stability of property relations between the state and business. Neither the state nor business are ready today to go to the classical models of the functioning of the rule of law and competitive market economy, to act strictly within the legal framework. Transformation policy of 90s is seemed to be unsuccessful and, above all, have poor institutional impact on economic policy at this time (Lisovyi et al., 2018). Instead of the normal and aimed at stabilizing development and sustainability of government regulation, nowadays model of governance is archaic. Economic transition and the transition period for the property relations is to be completed (Malik, Shpikuliak, 2010). Formally, the transition took place, relationships were formed, but these relationships are unstable, accompanied by a constant transfer of property from hand to hand, bypassing the objective of market mechanisms, with corruption and bureaucratic leveraging by criminal pressure and terror. This incompleteness of the transition of ownership preserves the legitimacy of ownership. Since it has not ended, then the property will inevitably be played in various forms, including through processing. In addition, there are no effective and efficient government institutions, including the state property management, institutional policies and continuing inertia of old relationships.

Public finances have a decisive impact on the real economy as a part of the budget commitments and as an incentive to increase investment activity and a reorientation of financial flows from speculative financial markets in the sphere of material production. This is the main objective of fiscal policy in the sphere of production – support real businesses, not speculators (Shpikuliak, 2008). There are visible traces of interlocking problems of fiscal policy and crisis support for businesses.

Shaping the revenue and expenditure side of the budget, the state has an impact on the behavior of producers, the growth and use of income. Respectively, at infinity redistribution of property tax revenue shortfall is in the budget and, as a consequence, for the State to the socio-economic guarantees and obligations. But the main instrument of fiscal policy to support the economy and the protection of property rights is government subsidies and support for enterprises in various sectors of the economy, allowing the budget deficit to make up in order to prevent bankruptcy, and increase in accounts payable (World Encyclopedia of Entrepreneurship, 2011).

In this regard, in order to ensure the economic security of property in the fiscal policy mechanisms should be used in the forms of supporting businesses from the state budget and other funds (Shpikuliak, 2008). For example, state could provide necessary conditions for the establishment of public investment development banks. Then the state will not only receive part of the profits from the modernization of businesses and industries, but also create new ones, which will facilitate the expansion of the revenue-based budget. In addition, to protect property rights and to guarantee its integrity is necessary to create conditions for effective budgeting, allocation and use of budgetary funds, specifying their intended purpose (Malik, Shpikuliak, 2010).

The task of competition policy, antitrust regulation system – one of the most important in a market economy, which should focus on the control of balancing the interests of economic entities, to ensure that economic entity, which has a dominant position, did not suppress the weaker as well as a violation of property rights because of this dominant position. It is important not only to limit the monopoly and abuse of dominant position, to enforce the competition rules, to punish their violation, but also to create a fair competitive environment, which, in general, will guarantee the protection of the property rights and interests of the owners.

At the same time the main body of the government, with the commensurate authority in this field – the Antimonopoly Committee of Ukraine – has no authority to protect property rights. Although it is obvious that if the rights of the owner are protected, there will be normal competitive environment.

Today antimonopoly control tools can be schematically represented as follows (see Fig. 1).

In general, monitoring activities of the competition authority is not effective enough. It does not appeal to the line ministries for the competition policy in the industry, does not have investigative powers (Bodnarchuk, Zhuravsky, Mikhalchenko, Mikhalchenko, 2018).

Thus, competition policy is of crucial importance in countering criminal seizures. It must be radically strengthened, particularly in the area of ownership. It is crucial to decriminalize relations on the creation, distribution, redistribution, transmission from hand to hand objects of ownership, freeing it from the control of organizational monopolies. Since blocking criminal structures competition creates blood clots in the economic system, seriously hampering the transformation of property relations.

In modern conditions, the tax system is not favorable to business and push companies to hide income and move into the informal sector, since it does not solve the problem of tax incentives. Implementing the policy of reducing the tax burden on business will solve the problem of increasing tax payments to the budget. However, state failed to build civilized relations between itself and the owner, instead focusing on the system of tax exemptions on social issues. For effective implementation of macroeconomic policies must be considered challenging and distribution functions of taxes, improve tax and business climate. Collect

taxes in a way to motivate to increase revenues is economically correct (Lisovyi, 2018). For archiving this goal is necessary to set different tax rates, adapt the procedure of tax collection and benefits, consider the impact on the development of priority sectors, support for non-competitive, but socially important sectors, monitor potential targets of raider attacks. Tax policies affect the structure and the amount of costs of enterprises, the amount of their remaining net profits and, ultimately, the value of investment in the development, upgrading and maintaining the competitiveness of the goods and hence competitiveness (Podik, 2019).

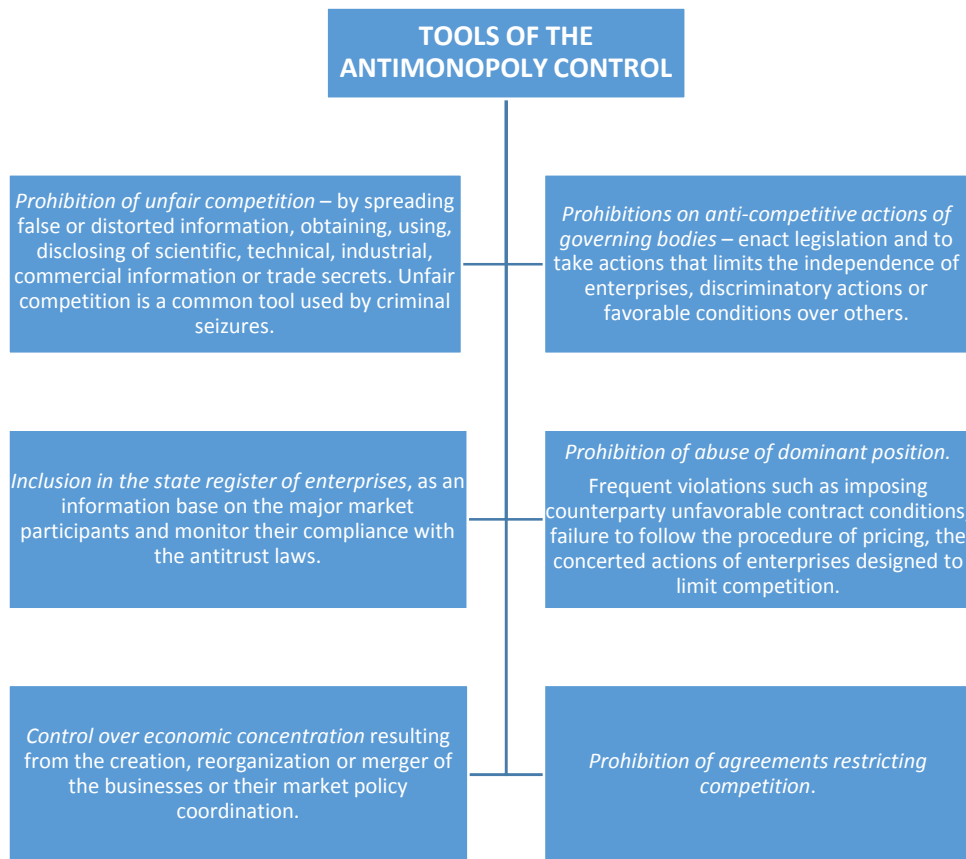


Fig. 1. Tools of the antimonopoly control

Nowadays most important financial factors which are limiting growth of the real economy, we should note the following (see Table 1).

All this makes a series of criminal redistribution of property more accessible and less expensive. Modern market economy is impossible without extensive, flexible and diverse system of credit relations, which, along with the finance help raise funds for the accelerated implementation of the expanded reproduction, accelerate economic restructuring, improve its competitiveness, dynamism of economic processes.

Table 1. Factors limiting the growth of the real sector economy

In the area of public finance	In the area of corporate finance
1. Limited financial resources, the budget does not allow to increase the amount of support priority and socially important sectors of the real sector.	1. Heavy tax burden, which reduces the competitiveness of enterprises and the level of economic efficiency, as much income limits at the disposal of companies.
2. Insufficient funding for several sections of the budget in the first place, production department, which leads to an increase in accounts payable budget holders.	2. Lack of working capital in the enterprises do not allow them to increase production capacity and to use all the available production capacity.
	3. Increase in accounts payable now poses a threat to the existence of a bankruptcy or by leasing their space and equipment
	4. Lack of funds, resulting in barterization calculations and degrades the structure of their accounts receivable and payable, the economic performance of production activities.

Source: Developed based on: (Lisovyi, 2018).

Foreign economic policy is aimed at regulating economic relations with other countries in the global marketplace. The main strategic objective of foreign policy is the creation of favorable external conditions for the expanded reproduction of the country (Antoniuk, 2019).

There is an extensive set of tools of foreign policy – an incentive for exporters, import or export restrictions, measures to attract or restrict the access of foreign investment in the economy, changes in customs duties, membership in international economic organizations, the establishment of special customs regimes and preferences. The main goal of foreign policy in ownership issues is maintenance of domestic producers in world markets and their protection in the domestic market and, above all, the protection of property and the owners of the non-economic and unlawful seizure of foreign investors.

Investment and innovation policy. Investment activity is a necessary component of effective development of any enterprise and is a prerequisite for economic growth in the country.

Private companies are finding their own source of investments, loans and borrowings. Public investment is financed by tax revenues, profits of state institutions, by issue of domestic and foreign loans. The value of investments fluctuates in time. Therefore, conducted by the state investment policy should be aimed at guaranteeing the stability of investment in the national economy.

Innovation policy as a kind of investment policy aims to ensure government regulation of the creation, operation and eventual disposition of innovations in the economy, i.e. regulates the flow of investment resources, in the development and production of technological innovations in order to maintain a progressive technology industries.

Instrumentation of investment and innovation policy is a synthesis of various tools of described above policies. It can be represented as direct government funding, legislative

support of the investment process, government borrowing, and tax benefits, depreciation policy, the development of market institutions (stock market, venture capital funds, investment banks), promoting joint ventures with foreign partners, investment and innovation projects (Hanushchak, Shcherbak, 2016).

Tariff (price) policy is part of the economic policy, aimed at determining the prices of goods and services.

In order to achieve the strategic objectives prices, including the rental of production space, energy and utilities, transportation services, should be installed in such a way that, on the one hand, to meet the needs and requirements of customers, and the other – to promote achievement of the company goals, namely, the flow of financial resources.

In this context, the tariff policy of the state to protect the rights of property owners should now be directed to:

- modernization of the entire set of engineering equipment by funds from the budget, businesses, instead of end users, and cover the costs of enterprises regardless of ownership;
- containment of significant growth rates in energy and utility services, as the constant growth rates forced the company to release the funds that are involved in the production process;
- setting size limits with changing of utility rates.

Thus, establishing an acceptable level of tariffs, stable and predictable tariff policy allow enterprises to improve production in accordance with the priorities of modernization, contribute to its efficiency, lowering production costs (Arefieva, Vovk, Posypaiko, 2020). This allows businesses to feel confident in the market, pay more attention to the strategic goals of the company and improve its corporate governance, and most importantly – create conditions for free and fair competition, thereby protecting the rights and interests of the owners.

On the basis of the above tools and built the Government's economic policy of the country and, above all, economic policy, aimed at the protection and stability of property rights and its opposition to the criminal process stage.

Of all the tools in the selected group of the fundamental instruments in which the state is going to affect the economy in accordance with the chosen course, since the use of all the tools at once is very difficult and oppressive (Sonin, 2005). In addition, some tools are inherently contradictory.

Implementation of active economic policy, restructuring of industries and the development of depressive tech manufacturing sectors hampered by a number of objective factors that restrict the development of investment activity. The main problematic objective factors are (Nitsenko, 2020):

- narrow economic opportunities for savings, including those due to the loss of a large resource base for national savings crisis impairment of productive capital, distrust of the government and the banking system, the speculative orientation of leverage in the banking system itself, its failure to invest in the real sector the economy;
- general underdevelopment of market institutions that provide the transformation of savings into productive investments;
- Tax legislation which is not stimulating to invest funds of businesses in their capital stock because of unclear and doubling depreciation policy;

- high rents;
- high tariff policy.

Tariffs increase the price of products and reduce incentives to improve production. Practice of increasing tariffs without prior notice does not give economical subject a chance to prepare for the new conditions and significantly increases costs. It also creates additional conditions for the crime redistribution of property.

Better conditions for innovation presented by modern state depreciation policy, which was presented in new Tax codex. The previously existed depreciation rates averaged and did not discriminate between technologies XX and XXI centuries, so it was unprofitable to buy at high prices advanced equipment, standard life which is 10 years (Arefieva, Vovk, Posypaiko, 2020). By the time the equipment is morally obsolete, but will be listed on the balance sheet. Those funds, which are released through the amortization process and are a source of investment in industrial development, due to a lack of working capital to service the manufacturing process, are often used for current consumption (according to the statistics, companies used for current consumption of at least 50% of accumulated depreciation) (State Statistic Service of Ukraine, 2020).

Thus, existing policy measures, including the measures of the privatization policy of 90s and 2000s, disparities in the ratio of large, medium and small enterprises in the economy, competition policy are not focused properly on the creation of effective ownership and property rights. Also not been solved or not solved the problem fairly consistent support for small business, Tax Legislation and facilitation of tax administration. Fiscal tax function still dominates the regulator (Titenko, 2017). State, establishing a system of exemptions (taxes, prices, interest rates), directly infringes business, pushing it into the shadow of relations, where the risks and threats to the owner and his property will increase manifold, since it can not rely on the strength and protection of the law, makes conduct business in the illegal competitive, no protection, guarantees and normal reproduction of property.

Economic institutions in terms of measures of economic policy can create the conditions for a stable and effective functioning of the economy within the thresholds, including the creation of the conditions for the effective functioning of all forms of ownership and high motivation of the owner. It is crucially necessary to establish sustainable mechanisms for trust between the state, society and business, and to protect the latter from criminal and corruptive influence. Business should not be afraid to seek assistance from the state, and it, in turn, should really protect business through various measures and mechanisms, including the economic regulators, so it will be not vulnerable to crime.

Also it attracts the attention problem of development and adoption of regulatory legal acts necessary to regulate the relationship between the subjects of the market, the establishment of common rules. The absence of legislation contributes to disorganization and a significant reduction in the effectiveness and usefulness of economic reforms in Ukraine (Vasurenko, Kuksa, Shtuler, 2019).

As a result of detailed consideration of the economic mainstay of the criminal redistribution of property, we offer design of existing and addition of new institutions of the interconnected system consisting of the following institutions (Table 2).

Table 2. Institutes of combating of economic basics of illegal property redistribution

Name of the institute	Control measures
Economic Institute	<ul style="list-style-type: none"> – freedom of Competition and Entrepreneurship – the creation of motives and incentives, a positive effect on the mechanism of operation of the business under the honest and fair competition; – Balancing the interests of all businesses; – Stimulation of the transition to modern enterprise business organization; – The development of competition between market participants; – Formation of an appropriate market principles of the legal and institutional environment, – A general statement for all businesses procedures and rules of conduct; – Development and comprehensive support to small businesses; – Legislative creation and support of new market institutions; – The creation of effective institutions of governance; – Reorientation of the financial flows of speculative financial markets in the sphere of material production; – Create the conditions for effective budgeting, allocation and use of budgetary funds; – Reducing the tax burden on business; – Streamlining of tax payments to the budget; – Boosting bank lending to the production sector and the creation of conditions of increasing demand for bank credit from side of the structure of the real sector of the economy, regardless of the form of property; – Attraction or access of foreign investment in the economy; – Regulation of the flow of investment resources aimed at development and creation of technological innovations in order to maintain advanced technological bases of industry; – Containment of significant growth rates exception conditions that lead to the interests and benefits of illegal activities in the area of property, based on legal norms, certain rules and restrictions;
Legal institute	<ul style="list-style-type: none"> – The protection of constitutional rights and guarantees of property, – Protection of the interests of citizens and legal entities; – Development of regulations providing for the rights and obligations of the subjects on the proper prescription and their possible behavior; – Determination of liability measures (enforcement) for violations of the rules and regulations; – Offer ways to protect against abuse of others (civil, administrative and criminal law);

Table 2 (cd.). Institutes of combating of economic basics of illegal property redistribution

Name of the institute	Control measures
Law enforcement Institute	<ul style="list-style-type: none"> – Investigation of crimes and offenses; – Determination of punishment for their crimes and offenses; – Accountability for crime and delinquency; – Prevention and warning, the causes and conditions criminal redistribution of property: – Restoration of the rights; – Verification of the constitutionality and legality of regulations; – Consideration of civil, criminal and administrative cases; – Implementation of Public Prosecutions; – Resolution of legal disputes between legal entities and individuals; – Consideration of bankruptcy cases, challenging the regulations, disputes between shareholders and equity society are sought for the protection of property rights; – Granting the right of appeal to the Court on illegal decisions; – The fight against corruption; – Documentation of the rights and responsibilities of owners; – Services provided by physical security and protection of property owners; – Development and adoption of measures to protect the rights and freedoms of citizens, protection of, regardless of ownership; – To ensure the protection of important state objects of critical and sensitive sites, property of legal and personal contracts; – Assistance to enterprises, institutions and organizations regardless of ownership in developing measures to ensure the safety of their property.

Source: Developed based on: (Malik, Shpykulyak, 2010; Stepanenko, 2008).

4. CONCLUSIONS

Institutions must emerge, function and play the system. Its internal components must interact not only among themselves but also with the system. This will ensure the normal system of self-regulation of the economy and create conditions that will protect enterprise and fair competition. Otherwise, there will be inevitable overlapping functions, misallocation of resources, and as a result – no result.

Thus countering the economic fundamentals of the criminal redistribution of property is necessary to ensure the economic security of the country and prevent the merging of the criminal with a legitimate business. It is important to understand that, while state fighting with the criminal seizure, it also fights with economic crime, corruption, and other very serious crimes, and the criminal underground economy in general.

In order to counteract the illegal property redistribution needed complex system of uniform norms and interrelated standards of practice, there must be: the legal framework, a common policy in the field of law enforcement and coherent policy of economic security.

REFERENCES

- Antoniuk, N. A. (2019). *Theoretical and Methodological Approaches to Anti-Crisis Management of the National Economy in the Context of Decentralization*: a monograph. Lutsk: Eastern European National University named after Lesia Ukrainka.
- Arefieva, O. V., Vovk, O. M., Posypaiko, Ye. A. (2020). *Intensification of material and technical support formation of an enterprise in the conditions of neoindustrial modernization*. "Economics bulletin of the National Mining University" No. 2 (70). DOI: 10.33271/ev/70.123.
- Development of agricultural entrepreneurship: trends and prospects* (2012). Proceedings of the Fourth International Scientific and Practical Conference of Young Scientists. Kyiv: NSC „Institute of Agrarian Economics”.
- Hanushchak-Efimenko L. M., Shcherbak V. G. (2016). *Innovative entrepreneurship development based on cluster organization*. "Actual problems of economics" No. 11(185).
- Hodgson, G. M. (1989). *Economics and Institutions: A Manifesto for a Modern Institutional Economics*. Philadelphia: University of Pennsylvania Press.
- Lisovyi A. V. (2018). *Tax regulation of development of rural territories of Ukraine*: a monograph. Melnyk Publishing House.
- Lisovyi, A. V., Gerasymchuk N. A., Bodnarchuk O. H. (2018). *Analysis of motivation for deregulation of entrepreneurial activity as the main way to reduce administrative barriers in the economy*. "Scientific bulletin of Polissia" No. 1 (13), P. 1
- Malik M. Y., Shpykulyak O. G. (2010). *Institutionalization of agrarian entrepreneurship: transformation and efficiency*. „Economy of agro-industrial complex" No. 7.
- Meyers, W. H., Demyanenko, S. I., Johnson, T. G., Zorya, S. I. (2005). *Refocusing Agricultural and Rural Development Policies in Ukraine: Action Plan for the Road Ahead*. Washington DC: USAID.
- Nitsenko, V. (2020). *Mismanagement in Ukraine*. "Problems of Management in the 21st Century" No. 15(1). DOI: 10.33225/pmc/20.15.04.
- North D. C. (1990). *Institutions, Institutional Change and Economic Performance*. Cambridge: Cambridge University Press.
- Olson, M. (2000). *Power and Prosperity: Outgrowing Communist and Capitalist Dictatorship*. New York: Basic Books.
- Shpikuliak, O. H. (2008). *Institutional peculiarities of entrepreneurship and social capital development in agrarian sphere*. „Agrosvit" No. 11.
- Sonin, K. (2005). *Institutional theory of infinite redistribution*. „Questions of economics", No. 7.
- State Statistical Service of Ukraine. Access on the internet: <http://www.ukrstat.gov.ua>
- Stepanenko, S. V. (2008). *Institutional analysis of economic systems (problems of methodology)*. Kyiv: KNEU.
- The handbook of research on entrepreneurship in agriculture and rural development* (2011). Edited by Gry Agnete Alsos, Sara Carter, Elisabet Ljunggren and Friederike Welter. Edward Elgar Publishing Limited.
- Titenko, Z. M. (2017). *System of electronic administration of value added tax for agricultural producers*. "Economic Bulletin of the Zaporizhia State Engineering Academy" No. 2 (2).
- Vasurenko, L. V., Kuksa, I. N., Shtuler, I. U. (2019). *Determination of the level of state regulation of arrangements for the payment of labour by method clustering of branches of national*

economy. "Financial and credit activity: problems of theory and practice" No. 29, Vol. 2.
DOI: 10.18371/fcaptp.v2i29.171901.

World Encyclopedia of Entrepreneurship (2011), Edited by Leo-Paul Dana. Edward Elgar Publishing Limited.

DOI: 10.7862/rz.2021.mmr.01

The text was submitted to the editorial office: December 2020.

The text was accepted for publication: March 2021.

Ismartaya¹
Safuan Safuan²
Yulianingsih³
Budiandru⁴
Arief Ristia Pangestu⁵

THE INFLUENCE OF WORK MOTIVATION AND DISCIPLINE ON WORK ACHIEVEMENT THROUGH LEADERSHIP

The purpose of this study is to determine whether there is an effect of motivation and work discipline on employee performance based on the leadership of the employees of PDAM Tita Pakuan Bogor City. The data collection technique used interviews and questionnaires, while the sampling technique used non-probability sampling with a sample size of 85 people. The results showed that motivation and work discipline had a positive and significant effect on employee performance through leadership. This can be seen from the results of simple linear regression analysis, multiple linear regression, t test, coefficient of determination test, single test and path analysis. Leadership as an intervening variable mediates between motivation on employee work performance which is partially mediated and leadership as an intervening variable that mediates between motivations on employee work performance, both of which are full mediation.

Keywords: Work Motivation, Work Discipline, Leadership, Work Performance, Achievement.

1. INTRODUCTION

Bogor has had water service system since 1918. It was built by Dutch government. At that time, the name of drink Water Company was *Gemeente Waterleiding Buitenzorg* which utilized as the main water source within the production capacity of 70 liters per second. Furthermore, through the Decree of West Java Governor number HK. 011SK 1977, Bogor Municipal Waterworks began to be established. Furthermore, because the company began

¹ Dr Ismartaya, MM, Doctor of Management, Faculty of Economy, Djuanda University Bogor, Indonesia; e-mail: ismartaya@unida.ac.id (corresponding author). ORCID: 0000-0003-0042-8632.

² Dr Safuan, S.T., M.T., M.M, Post-graduate program Jayabaya University Jakarta, Indonesia; e-mail: safuan777@gmail.com. ORCID: 0000-0002-5865-5486.

³ Yulianingsih, SE., MM, Faculty of Economy, Djuanda University Bogor, Indonesia; e-mail: yulianingsih@unida.ac.id ORCID: 0000-0001-9760-2224.

⁴ Dr Budiandru, SE., Ak., ME.Sy., CA., CPA, University of Muhammadiyah Prof. Dr. Hamka, Indonesia; e-mail: budiandru@uhamka.ac.id. ORCID: 0000-0002-4915-2908.

⁵ Arief Ristia Pangestu, S. Ked, Student of Medicine, Faculty of Medicine, Lampung University, Indonesia; e-mail: arief.pangestuu@gmail.com. ORCID: 0000-0003-3096-1315.

to develop, Bogor governor issued a mayor's decree number 011.45-75/2002 regarding the designation of Bogor Municipal Waterworks new logo and the addition of the name Tirta Pakuan, thus, the name of Bogor Municipal Waterworks changed to Tirta Pakuan Bogor Municipal Waterworks. Tirta Pakuan Bogor Municipal Waterworks tried to improve social services that related to the company's vision, mission and goals. One of them is the implementation of management through computerized information system, an integrated network that is capable to carry out all session of monitoring and automating customer administration and billing data quickly and precisely.

The current technological developments have the big impact on the Company, especially Tirta Pakuan Bogor Municipal Waterworks regarding the information access. National and international network facilities are rapidly growing (Safuan, 2019). The conditions described above imply a demand for adequate human resource support. Since, no matter how sophisticated the technology is, if there is no support from reliable human resources, it will not obtain any better result. Human resources in a company should have high work discipline, motivation, performance and qualified leadership qualities because these are the main points that will determine the success of a company (Hengky, 2013).

The leader of an organization has a position among his subordinates, thus, it will help to provide guidance, instruction, advice and correction if needed (Sondang, 2009). Motivation is the desire inside an individual that stimulates them to take any action (Winardi, 2000).

Daft stated that motivation was a strength that came from inside or outside a person and generated enthusiasm and persistence to achieve something. Work motivation will affect productivity and a manager's job is to distribute work motivation to achieve organizational goals (Daft, 2010).

Hasibuan (2011) interprets that discipline happens when employees always come to work and off work on time. That opinion is one of organizational demands. Therefore, discipline can be interpreted as either written or unwritten behavior. Discipline is a method used by leaders to communicate with employees, therefore the employee is willing to change behavior as an effort to increase an individual awareness and willingness to obey all applicable organizational rules and social norms. (Rivai et al., 2013).

Sastro Hadiwirja (2012) declares that discipline is an attitude of respect, obedience and obligation to the regulations, both written and unwritten and able to carry out, and accept the sanctions if they break the rules of duties and authorities. In leadership there is a relationship among humans, the relationship affecting 12 leaders and the obedience relationship of followers because influenced by leader's authority. Followers are affected by the power of the leader, and a sense of obedience spontaneously arises to the leader (Kartono, 2016). Robbins has stated that (inside Wen, Theresa, Kelana, Othman & Syed, 2019) leadership is an ability to influence a group to achieve a goal. This opinion indicates all group/organization member as unity, therefore leadership can be defined as the ability to influence all members of an organization to be willing to carry out activities to achieve organizational goals.

While work achievement, Mangkunegara (2015) stated that work achievement is the result of job implementation, whether physical/material or non-physical/non-material. In carrying out his duties as stated in Job Description, every worker's results need to be assessed after a certain period. The term of work achievement comes from the word Actual Performance (an actual work achievement or an achievement achieved by someone). The definition of work performance is the quality and quantity of work achieved by an employee

to carry out their duties related to the responsibilities assigned (Nawawi, 2013). Hasibuan (2011) stated that work achievement is a result of work achieved by a person in carrying out the tasks assigned to them based on skill, sincerity and time.

Leadership is a key element in a success (or a failure) of most organizations due to the vital role of leaders in providing the necessary guidance to help the organization achieve its goals. Defense-economic businesses, as well as other leading civil-economic business, need to have talented and creative managers in order to be successful in the 21st century. One of the most important criteria to select effective managers is competence (Van Hoang et al., 2020). Leadership in the organization needs to be owned by all internal members of the organization, regardless of its vision and mission. Therefore, an organization or a company needs a leader figure that can be an example for other internal members of the organization (Paais, 2020).

The attention and trust of organizational members in this study were measured by green self-efficacy, as well as green awareness. The social identity theory of leadership in this research shows that there are external factors outside the leadership that influence support for environmental policies (Kardoyo, Feriady, Farliana, Nurkhim, 2020). Other studies conducted by (Siswanti, 2020) confirm the impact of empowering leadership on psychological empowerment, and the influence of empowering leadership on individual creativity. It is also said that there is the influence of psychological empowerment on individual creativity, and the impact of empowering leadership on individual creativity is mediated by psychological empowerment. This research neglects another type of leadership.

Based on the explanation above, the researchers tried to examine Tirta Pakuan Bogor Municipal Waterworks which is related to the work motivation and work discipline toward employee performance through Leadership as Intervening variable. This study aims to determine whether there is an effect of motivation and work discipline on employee performance based on the leadership system Tirta Pakuan Bogor Municipal Waterworks.

Research Hypothesis

The hypothesis model used in this research is explained as below:

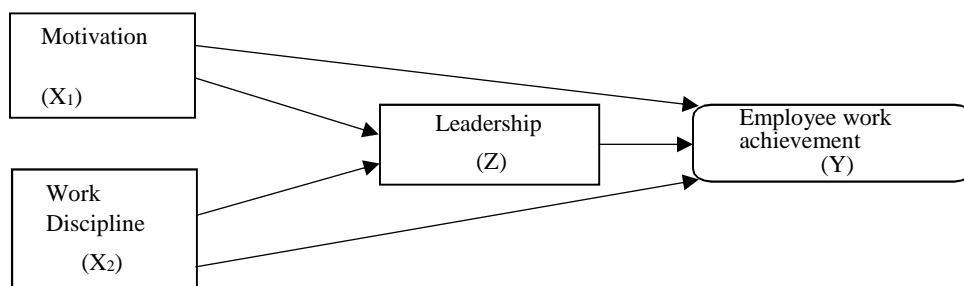


Fig. 1. Research Model

Source: own study.

The Hypotheses explained as below:

- H1:** there is the influence between motivations on employee achievement;
- H2:** there is the influence between motivations on leadership;
- H3:** there is the influence between work disciplines on employee achievement;
- H4:** there is the influence between work disciplines on leadership;
- H5:** there is the influence between employee leadership as an intervening variable on Employee Achievement;
- H6:** there is the influence of motivation on work performance through employee leadership;
- H7:** there is an effect of work discipline on employee achievement through leadership.

2. METHODOLOGY

The type of research applied in this study is explanatory, which aims to explain the relationship between a variable and another, which is used to test the results hypothesis of pre-existing research. The population of this study were the employees at Tirta Pakuan Bogor Municipal Waterworks, West Java Province. The number of samples in this study were 85 respondents from 200 employees in total work. The sampling technique used was a saturated sample, the technique of determining the sample by having every population. The measurement scale used Likert scale, and the instruments used questionnaires and interviews. This research uses qualitative and quantitative analysis techniques. The quantitative analysis uses SPSS program, by testing the validity and reliability test, then the correlation coefficient, simple linear regression test to determine the effect and direction of each independent variable (X) toward dependent variable (Y) and intervening variable (Z), then test coefficient determination, t test was done to observe how far the influence of independent variable individually explaining dependent variable, then multiple linear regression to find out the dependent variable (Y).

If two or more independent variables (X) are fluctuated, the Sobel test is used to find out whether the relationship through mediating variable is significantly capable as mediator of relationship. Thus, the researchers tried to use single test to find out how far the mediation of intervention variable (Z) could affect dependent variable (Y). The Sobel test used z test by the formula explained as below:

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Information:

a = Regression coefficient of independent variable on mediating variable.

b = Regression coefficient of mediating variable on dependent variable.

SE_a = *standard error of estimation* from the influence of independent variable on mediating variable.

SE_b = *standard error of estimation* on the effect of mediating variable on dependent variable.

3. RESULT AND DISCUSSION

To obtain the results of the study, there are several data analyzes including: correlation coefficient test, simple linear regression test, coefficient of determination, multiple linear

regression test and significance test. Based on the results of tests carried out at Tirta Pakuan Bogor Municipal Waterworks, the results were obtained as below:

Table 1. Analysis Result

No.	Variable	Correlation	Determination	t/F count	Hypothesis result
1	Work motivation Toward Employee Achievement	0,685	46,7%	8,989	Hypothesis Accepted
2	Work Motivation toward Leadership	0,518	27,3%	5,837	Hypothesis Accepted
3	Work Discipline toward Employee Achievement	0,294	8,71%	2,940	Hypothesis Accepted
4	Work Discipline toward Leadership	0,407	16,65%	4,284	Hypothesis Accepted
5	Work Leadership toward Employee Achievement	0,630	39,20%	7,682	Hypothesis Accepted
6	Work Motivation toward Employee Performance Achievement through Leadership	0,754	56,72%	3,573	Hypothesis Accepted
7	Work Discipline on Employee Achievement through Leadership	0,627	39,23%	3,601	Hypothesis Accepted

Source: own study.

Based on Table 1, it can be seen that the results of t test (partial significance test) and the Sobel test (simultaneous or joint significance test) consist the result as below:

1. Work motivation has the influence on employee work achievement which the t count (8.989) > t Table (1.986) thus the hypothesis is accepted.
2. Work motivation has the influence on leadership, which the value of t count (5.837) > t Table (1.986) thus the hypothesis is accepted.
3. Work discipline has the influence on employee work achievement which the value of t count (2,940) > t Table (1.986) thus the hypothesis is accepted.
4. Work discipline has the influence on leadership which the value of t count (4.284) > t Table (1.986).
5. Work leadership has the influence on employee achievement which the value of t count (7,682) > t table (1.986) thus the hypothesis is accepted.
6. Work Motivation has the influence on Employee Achievement through Leadership which the value of t count (3.573) > t Table (1.986) thus the hypothesis is accepted.
7. Work Discipline has the influence on Employee Achievement through Leadership which the value of t count (3.601) > t Table (1.986) therefore the hypothesis is accepted.

The variables were tested using regression test to see whether there is the influence of each independent variables against dependent variables or not by comparing the p-value. If the p-value is smaller than 0.05 then H_a is accepted and H_o is rejected and vice versa.

Table 2. Results of Motivation Regression Test on Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	3.046	1.613		1.888	.063
Total X1	0.812	0.090	0.682	8.990	.000

^a. Dependent Variable: total.

Based on Table 2, it can be seen that the regression coefficient value of Motivation variable is positive with the total of 0.812. This shows that the motivation variable has a positive relationship on employee work achievement, where it can be said that the better work motivation the better employee achievement level.

The Influence of Motivation Variables on Employee Work Performance Variables, Based on data analysis and hypothesis testing carried out in this study, the following result was obtained: Work motivation has the influence on employee work achievement which the t count (8.989) > t Table (1.986) thus the hypothesis is accepted. It is known that coefficient regression value for Motivation variable has a positive value of 0.812. This indicated that the motivation variable has a positive relationship on employee work achievement, where it can be said that the better work motivation the better employee achievement level.

Table 3. The Results of Work Motivation Regression toward Leadership

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	6.698	1.383		4.848	.000
TotalX1	.450	.078	.519	5.831	.000

^a. Dependent Variable: total Z.

Based on Table 3, it can be seen that the regression coefficient value of motivation variable is positive at 0.450. It is indicated that the motivation variable has a positive relationship with leadership, which can be said that the better work motivation, the higher leadership level.

The Influence of Motivation variable toward leadership, based on the data analysis and hypothesis test of this research, it is known that: Work motivation has the influence on leadership, which the value of t count (5.837) > t Table (1.986) thus the hypothesis is accepted, it can be seen that the regression coefficient value of motivation variable is positive at 0.450. It is indicated that the motivation variable has positive relationship with leadership, which can be said that the better work motivation, the higher leadership level.

Table 4. The Results of Work Discipline Regression Test on Employee Achievement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	11.726	1.941		6.043	.000
Total X2	.374	.128	.294	2.937	.004

^a. Dependent Variable: total.

Based on Table 4, it can be seen that regression coefficient value of work discipline variable is positive at 0.374. This indicated that work discipline variable has positive relationship with employee work achievement, which can be said that the better work discipline, the better level of employee achievement.

The Influence of work discipline toward variable of work achievement, based on the data analysis and hypothesis test it is known that: Work discipline has an influence on employee work achievement which the value of t count (2,940) > t Table (1.986) thus the hypothesis is accepted. It can be seen that regression coefficient value of work discipline variable is positive at 0.374. This indicated that work discipline variable has a positive relationships with employee work achievement, which can be said that the better work discipline, the better level of employee achievement.

Table 5. Results of the Work Discipline Regression Test on Leadership

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	8.938	1.353		6.598	.000
Total X2	.379	.087	.406	4.282	.000

^a. Dependent Variable: total Z.

Based on Table 5, it can be seen that regression coefficient value for work discipline variable has a positive value of 0.379. This indicates that work discipline variable has a positive relationship with leadership, where it can be said that the better work discipline, the higher and the level of leadership.

The influence of work discipline variable toward leadership, based on the data analysis and hypothesis test it is known that: Work discipline has the influence on leadership which the value of t count (4.284) > t Table (1.986). It can be seen that regression coefficient value for work discipline variable has a positive value of 0.379. This indicates that work discipline variable has positive relationship with leadership, where it can be said that the better work discipline, so, the higher level of leadership.

Based on Table 6, it can be seen that coefficient regression value for leadership variable has a positive value of 0.887. This shows that leadership variable has a positive relationship with employee work achievement, which can be said that the higher leadership level, the better employee's work achievement level.

Table 6 Leadership Regression Test Results on Employee Achievement

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1. (Constant)	4.812	1.657		2.902	.006
Total Z	.887	.112	.626	7.678	.000

^a. Dependent Variable: total.

The influence of leadership variable toward the variable of work achievement, based on the data analysis and hypothesis test it is known that: Work leadership has the influence on employee achievement which the value of t count (7,682) > t table (1.986) thus the hypothesis is accepted. It can be seen that coefficient regression value for leadership variable has a positive value of 0.887. The leadership variable has a positive relationship with employee work achievement, it can be concluded that the higher leadership level, so, the better employee's work achievement level.

Based on the data analysis and hypothesis test carried out in this study, it can be known that the work motivation has the influence on employee achievement through leadership which the t value (3.573) > t Table (1.986) thus the hypothesis is accepted. The influence of work discipline variables on work achievement variables. While, the work discipline has the influence on employee performance through leadership where the value of t count (3.601) > t Table (1.986) thus, the hypothesis be accepted.

4. CONCLUSION

Therefore, it can be concluded that the employee performance is influenced by the motivation and work discipline of the employee. The employee's motivation and discipline indicated that they had passion on their job. It showed that they loved their job. This makes their performance in work become better. However, if their motivation and work discipline are low, then their work performance will be decreased.

REFERENCES

- Hasibuan, P. S. M. (2015). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.
- Hengky, S. H. (2013). *Fundamentals of Human Resource Management*. „*Journal of Human Resources Management and Labor Studies*”. DOI: 0470169680.
- Kardoyo K., Muhammad F., Farliana, N., Nurkhin, A. (2020). *Influence of the Green Leadership Toward Environmental Policies Support*. „*Journal of Asian Finance, Economics and Business*”, 7(11), 459–467.
- Kartono, K. (2016). *Pemimpin dan Kepemimpinan, Apakah Kepemimpinan Abnormal Itu? Rajawali Pers*.
- Maartje Paais, J. R. P. (2020). *Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance*. „*Journal of Asian Finance, Economics and Business*”, 7(8), 577–588.
- Mangkunegara, A. P. (2015). *Company Resource Management* (PT Teens Rosdakarya (ed.)).

- Nawawi. (2013). *Budaya Organisasi Kepemimpinan dan Kinerja. Nawawi (2013:244) Yang Berjudul Budaya Organisasi Kepemimpinan Dan Kinerja.*
- Daft, R. L. (2010). Era baru manajemen [in:] *Era baru manajemen.*
- Rivai, V., Bachtiar, Amar, B. R. (2013). *Pemimpin Dan Kepemimpinan Dalam Organisasi.* Raja Grafindo Persada.
- Safuan, I. (2019). *Manajemen Sumber Daya Manusia.* Penerbit Alfabeta.
- Sastrohadiwiryo, S. (2012). *Manajemen Tenaga Kerja Indonesia, Pendekatan Administratif dan Operasional.* Penerbit Bumi Aksara.
- Sondang, P. S. (2009). *Organisasi, kepemimpinan dan Perilaku administrasi.* Jakarta: Gunung Agung.
- Van Hoang, C., Nguyen, N. H., Nguyen, L. Q. T., Tran, M. D. (2020). *Determinants of middle managers' leadership in the Vietnamese economic-defense enterprises.* „*Journal of Asian Finance, Economics and Business*” No. 8.543, Vol. 7. DOI: 10.13106/JAFEB.2020.
- Wen, T. B., Theresa, C. F. H., Kelana, B. W. Y., Othman, R., & Syed, O. R. (2019). *Leadership Styles in Influencing Employees' Job Performances.* „*International Journal of Academic Research in Business and Social Sciences*”, 9(9). DOI: 10.6007/IJARBS/v9-i9/6269
- Winardi. (2000). *Kepemimpinan dalam manajemen.* Rineka Cipta.
- Yuni Siswanti, M. M. (2020). *Empowering Leadership and Individual Creativity: The Mediation Role of Psychological Empowerment in Facing Covid-19 Pandemic.* „*Journal of Asian Finance, Economics and Business*”, 7(11), 809–816.

DOI: 10.7862/rz.2021.mmr.02

The text was submitted to the editorial office: January 2021.
The text was accepted for publication: March 2021.

Valerii MARENICHENKO¹

STATE REGULATION OF UKRAINIAN TOURIST BRAND

The system of state regulation of the Ukrainian tourist brand as a form of improvement of the innovation and investment climate in the country is explored. The tourism sphere in Ukraine and in the world is analyzed, modern tendencies and directions of development in tourism are defined. The system of main sub-sectors of state regulation of the Ukrainian tourist brand has been formed, namely, ecological-medical tourism (directed on improving the personality), mental tourism (directed on studying the mentality and identity of the Ukrainian population), author's tourism (directed on new ways of development), social tourism (directed on the social aspects of personality development).

Keywords: state regulation, tourist brand, tourism.

1. INTRODUCTION

Tourism is a multidisciplinary industry with a huge system of supporting spheres of the economy, which works efficiently only through coordination between all its links. Therefore, this sphere requires powerful mechanisms of state regulation based on the current achievements of developed countries in tourism, the real needs of the Ukrainian population and the possibilities of Ukrainian resource potential.

The ideal system of state regulation of the tourism industry does not exist, but the world experience gives understanding that both excessive control and uncontrolledness do not provide significant success in the development of the economy. Thus, there is a need to find the optimal form of state regulation of tourism activity, which is based on the formation of the Ukrainian tourism brand by the state, which will become the heart and engine of innovation and investment processes of Ukraine's development.

The issues of the organization of the system of state regulation and research of the development of the tourist complex are devoted to the works of such leading Ukrainian and foreign scientists as O. Bilotyl, R. Crotti, N. Daminova, S. Dombrovska, V. Goblik, A. Karapetyan, N. Kulyushina, R. Ligidov, O. Melnychenko, T. Misrahi, A. Pomaza-Ponomarenko, V. Shvedun, S. Sisoeva and others. Their works are aimed at generalizing and using Ukrainian and international experience in the field of tourism and finding ways to implement effective state solutions for economic development and society.

At the same time, the issues of state regulation of the Ukrainian tourist brand remain as a form of improvement in the country's innovation and investment climate.

¹ Valerii Marenichenko, PhD in Public Administration, Associate professor, Dnipro State Agrarian and Economic University; e-mail: marenichenkov@gmail.com. ORCID: 0000-0002-0183-1354.

The purpose of the article is to study the state regulation of the Ukrainian tourist brand. The objectives of the study are to analyze the tourism industry in Ukraine and the world, to identify current trends in tourism and directions for its development.

2. LITERATURE REVIEW

Ukraine occupies a prominent place in the world in terms of the level of natural and historical and cultural potential. In the sphere of tourism, the national traditions and modern trends co-operate organically. However, the development of tourism should be considered in conjunction with skilful state regulation and targeted strategic policy of power structures.

State regulation of tourism is viewed as a combination of forms and methods of targeted influence of the authorities on the development of this sphere and the creation of conditions for their effective cooperation with the private sector through administrative, organizational, economic, legal and environmental mechanisms (Bilotyl, 2015).

For the objective assessment of the validity of state regulation of tourism activity and the importance of this area for the economy, one must consider the economic effect of tourism in different countries and the measures implemented by the governments of the states. In some countries, tourism revenues make up more than 50% of GDP. For example, such island states as Macao (89,5%), Antigua and Barbuda (75,8%), Anguilla (71%), Aruba (70%), Maldives (61,3%), Seychelles (54,5%) and the Bahamas (53,6%). Less exotic and more developed countries, of course, receive less income from tourism, but it is much more powerful in absolute terms. Leading in this list are the United States, which annually earn about 110 billion dollars in tourists. Every year, 35 million tourists visit the Time Square, about 31 million play casinos in Las Vegas. According to the rating of the World Tourism Organization (WTO), the United States – the second after France to attend the country in the world. Every year the USA employs about 80 million tourists.

Regarding measures taken by the states to support and develop the tourism industry, one should highlight the policy of Uzbekistan, which plans to establish the Tourism Brand Ambassador (Ambassador of foreign countries), which is now actively using the leaders of the world tourism industry – France, Spain, the USA, China, India . The government of this country provides that the ambassadors of tourism in Uzbekistan abroad will be representatives of political, business, cultural and sports circles.

In addition, the introduction of a plastic card, which will operate throughout the country and will give foreigners an opportunity to buy goods and pay discounted services, will be another progressive measure. Another event is the creation of the UzReport World TV channel, which provides tourists with information about the country in foreign languages (at the level of National Geographic, Discovery, Viasat History TV channels).

Also, within the framework of tourism development, Uzbekistan launches a system of electronic E-Visa visas for foreigners (submission of documents and questionnaires via the Internet network in a short time), which allows to depart from the outdated procedure with queues at the embassy. The state policy will be directed at checking all tourist accommodation facilities in accordance with new state standards. Among other measures should be the creation of a system of incentives for manufacturers of souvenirs. Craftsmen and souvenir producers are offered privileges when marking their own products by the tourist brand of the country or its individual regions (Daminova, 2018).

For example, the authorities of Belarus since 2018 provided the possibility of visa-free entry into the territory of the tourist and recreational zone „Brest”, visa-free stay for guests

of the country on the territory of Grodno and the whole Grodno region was introduced for a period of up to 10 days. In these tourist zones, the number of checkpoints for visa-free entry for tourist purposes of foreign citizens increases.

Financial levers in the development of tourism activities applied by the US authorities. The Government of the country implemented the Program for the promotion of farmer markets and local food products, which makes it possible to use government grants for up to 15 million dollars. for promotional purposes of agro-tourism. It should be noted that in the US the history is not so attractive to foreign tourists, as familiarity with the achievements of modern American culture. If, for example, Italy's average tourist is a masterpiece of ancient Rome and the Renaissance, then the United States is «Hollywood» and «Disneyland», New York and Las Vegas. No trip to the United States can be considered complete without photos of the skyscrapers of New York and Chicago, the Golden Gate Bridge in San Francisco and the Beverly Hills palm trees.

The local government of the United States holds annual festivals or sporting events that attract the attention of many tourists and become a calling card of cities. For example, the Balloon Festival in Albuquerque, New Mexico, and the Indianapolis Ring Road in Indianapolis have gained worldwide popularity. In Nevada City, California, tourists gather at the International Teddy Bear Congress, and in Punc tatin, Pennsylvania, the Day of the Maids is celebrated, due to the same movie (Tourism in the USA. 2017).

Various measures of state regulation are applied by the Government of Finland. For example, the market for tourist services is provided with high guarantees of property rights in the country, the ratification of international projects for the development of trade in goods and services, environmentally-oriented legislation and the promotion of its implementation in practice, protection of representatives of flora and fauna, high level of security of internal police units, observance high standards of sanitary and epidemiological standards, high level of development of port, railway and motor transport infrastructure (Crotti, Misrahi, 2017).

Ukraine is concentrating its efforts on attracting tourists from India and the PRC through electronic visas and stopover days. These countries are to be a priority for attracting tourists to 2018. In 2017, the flow from these countries increased by 40%. An important aspect of tourism development is security. The organization International SOS, dealing with the safety of travelers from all over the world and providing them with urgent medical care, has created a map of the most dangerous countries for tourists in 2018. Such countries are Syria, Libya, Yemen, Somalia, Iraq, Afghanistan, Guinea-Bissau, Burundi. They are marked with the «E» symbol, which means «extreme risk». It is noted that there are different levels of travel security risks in countries. Mexico, Egypt, India and Ukraine are examples of «average» travel risk ratings that have a higher risk rating in specific regions in this country (The most dangerous countries for tourists. Ukraine in the middle of the rating. 2017).

Tourism is an innovation industry, therefore, the prospects of development of this sphere should be considered. According to the forecasts of the WTTC, by 2020, the rapid growth of tourism is expected – by 4,4% per year. The fastest growth is expected in the Asia-Pacific region, Europe and America. Expected revenues from tourism in 2020 will be 2 trillion. dollars For comparison: in 1995 this amount amounted to 399 million dollars. The average cost of a tourist will also increase twice – to 707 dollars for one trip (Karapetyan, 2015).

Promising directions for tourism development are based on the interests and benefits - from culture and entertainment to cuisine and history. In 2018, television programs, films, sports events and especially social networks are increasingly affecting the choice of tourist.

Studies conducted in the field of tourism have shown that from the blogs or videos on YouTube, travel ideas are taken by 39% of tourists, and information on television, in motion pictures or music videos affects 36%.

In 2018, 29% of tourists want to visit Croatia, Spain and Iceland, inspired by the views of these countries in the series «Game of Thrones». 21% of «Sherlock» fans and 13% of the «The Crown» series, New York and Manhattan – 13% of the viewers of the «Billionaires», in Los Angeles – 10% of the series «Entourage» want to go to London.

One of the key issues to be solved in the near future is to optimize the interaction of tourism and culture both at the level of central authorities and locally. Cultural heritage, museums, theaters, cinema in most countries of the world is an extremely important factor in attracting tourists, generating international and local tourist flows. As a result, his client receives transport and catering, hotels, local industry, etc. Coordination of the strategic development of the cultural sphere and tourism on the ground should lead to closer cooperation between local authorities and real business in solving specific tasks concerning the preservation of cultural heritage, the introduction of museums, national preserves of advanced managerial practices, orientation for work in market measures and coordination of activities with subjects of the tourist industry (Dobrovskaya, Bilotil, Pomaza-Ponomarenko, 2016).

In addition to the cultural part of tourist activity, great influence on the tourist leads wellness opportunities (health trips). In 2017, every tenth tourist wanted to make wellness tourism, and in 2018 – this indicator at the level – one in five. Hiking is especially popular: in 2018 – 56% of the respondents.

Among other kinds of rest which are interesting to tourists, it is necessary to allocate trips to spa resorts, cycling, water sports, yoga-tours, running and meditation. Every year tourists are becoming more experienced, especially in terms of price and quality. When booking tickets and accommodation, a significant part of people are guided by their value. Almost half of respondents (47%) take into account the exchange rate of travel planning, almost as many respondents (48%) take into account the economic situation in the country. In 2018, a special popularity is gaining private housing for rent (8 main trends in tourism in 2018, 2017). An important task for Ukraine is to provide conditions for the creation of a tourism brand, which is aimed at modern trends in tourism.

3. METHODS AND RESULTS

Territory branding is a strategy and successive actions, using the possibilities of geography, resources, mentality of the population, in order to take a leading place among competitors. The tourist brand of the country is a combination of strategies, as well as textual, graphic, musical and other attributes that together create the planned image of the country in the minds of selected client groups in order to increase tourist flows.

The objectives of the tourist brand should be considered from the following positions:

- increase the number of tourists in comparison with previous periods;
- increase investments in the hospitality industry of the country as a whole;
- increase the number of MICE events (congresses, exhibitions etc.) of international level;
- increase the number of repeated visits to the country;
- increase the number of positive publications about Ukraine as a tourist destination (Ukrainian tourist brand, 2014).

Priority directions of state regulation of the development of the domestic tourism industry include the following:

- organizing the production of environmentally friendly agricultural products to meet the needs of holidaymakers in high-quality food products;
- active involvement of the private sector (especially in mountainous areas) in tourism business;
- production of high-quality reference material;
- development of new recreational and resort areas and territories having a tourist potential, and development of new excursion routes taking into account historical and cultural values of the region;
- harmonization of the development of tourism in certain areas with the lifestyle, traditions and culture of the local population in order to preserve its authenticity;
- strengthening the interaction of public authorities with public organizations in the field of tourism;
- creation of a unified marketing system in the tourism industry;
- creation of own leisure industry, including production of equipment and technical equipment, souvenir industry;
- development of international transport corridors and points of crossing of the state border (Melnychenko, Shvedun, 2017).

Taking into account the internal potential of Ukraine, such a sub-sector of tourism as recreation territories and rural tourism should be highlighted.

The priority directions of development of recreational territories in the resort-tourist and recreational purposes are the following:

- construction of new institutions that meet world standards;
- provision of rest conditions for socially vulnerable categories of the population (children, elderly people, invalids);
- creation of legislative preconditions for the development of new forms of ecological, rural and farm tourism, the construction of private recreational housing and enterprises of small recreational business (Sisoeva, 2014).

The development of rural tourism in most countries of the world is considered as an integral part of the integrated socio-economic development of the countryside and their experience is important for Ukraine. The extremely attractive geographical location of the Carpathian region, with its neighbors, is the countries of the European Union – Poland, Slovakia, Hungary, Romania, the signing of the Association Agreement between Ukraine and the EU opens up new opportunities for improving the development of the tourist complex (Goblik, 2015). There are broad prospects for eco-friendly tourism and the implementation of organic products in local markets of Ukraine.

Social tourism, aimed at creating the necessary conditions for traveling to pensioners, invalids, veterans of war and labor, schoolchildren, youth and any other citizens, to which the state, state and non-state funds, and other organizations provide social support, are relevant for Ukraine. The most typical example of social tourism is the so-called «Scandinavian model», which is used in Scandinavian countries and Finland. Well-proven abroad mechanisms such as «holiday check» (France) and «check-outs checks REKA» (Switzerland).

They are issued by authorized bodies in the form of banknotes of various grades and sold to wholesalers, then to enterprises, trade union committees, pension funds, and other

social organizations. Checks are distributed by organizations among their employees and other insured persons for a fee with the provision of certain benefits on the basis of the contract. Currently, the system of state support for social tourism is actively being implemented and developed in Brazil, PRC, Chile and other countries (Ligidov, Kulyushina, 2015).

Taking into account the studied aspects, tendencies and perspective directions of tourism, it is necessary to form a system of basic sub-sectors of state regulation of the Ukrainian tourist brand, namely:

- ecological-medical tourism (directed on improving personality: green tourism, organic food tourism, sports tourism, psychological tourism (for example, rest from the fast work regime);
- mental tourism (directed on studying the mentality and identity of the Ukrainian population: cultural tourism, religious tourism, educational tourism, gastronomic tourism);
- author's tourism (directed on new ways of development: unknown tourism (walking on «secret» addresses unknown to tourists, under the guidance of charismatic personality), political tourism);
- social tourism (directed on the social aspects of personality development: charity tourism, philanthropy tourism, cleaning tourism).

4. CONCLUSIONS

In our opinion, the development of the Ukrainian tourist brand is at the stage of formation. The great potential of our state should be disclosed at the expense of coordinated work of the authorities, business and society with an orientation towards innovative ways of development and rapid change of the tourist sphere. The capacity of the country's tourist potential, due to skilful state regulation, will create a brand image and open up new opportunities for attracting investment flows.

REFERENCES

- Bilotyl, O. (2015). *Development of an Effective Mechanism of Public Administration in the Tourism Industry of the Black Sea Region of Ukraine*. „Scientific Works” 252.
- Crotti, R., Misrahi, T. (2017). *The Travel & Tourism Competitiveness Report 2017* [online] [Access: 5.04.2017]. Access on the internet: <https://www.weforum.org/reports/the-travel-tourism-competitiveness-report-2017>
- Daminova, N. (2018). *What is planned to be done in the sphere of tourism in 2018 in Uzbekistan* [Access: 20.01.2018]. Access on the internet: <https://themag.uz/post/plany-turizma-2018-god>
- Dombrovska, S.M., Bilotyl, O.M., Pomaza-Ponomarenko, A.L. (2016). *State regulation of the tourist industry of Ukraine*: monograph. Kharkiv: Publishing House NUTZU: 196.
- Goblik, V. V. (2015). *Formation of cross-border tourist clusters as a priority direction for the development of border regions of Ukraine*. „Scientific Journal of the Lutsk National Technical University Economic Forum” No. 3, Lutsk.
- Karapetyan, A. (2015). *How will tourism change in the future? The role of IT in travel marketing* [online] [Access: 27.09.2015]. Access on the internet: <http://businessviews.com.ua/ru/business/id/kak-v-buduschem-izmenitsja-turizm-rol-it-v-turisticheskoy-marketinge-885/>

- Ligidov, R.M., Kulyushina, N.E. (2015). *Possibilities of state support of development of social tourism in the Kabardino-Balkar Republic*. „Modern problems of science and education” No. 1-1 [online] [Access: 13.04.2015]. Access on the internet: <http://www.science-education.ru/en/article/view?id=18486>
- Melnychenko, O. A., Shvedun, V. O. (2017). *Features of the development of the tourism industry in Ukraine*: monograph. Kharkiv, Publishing House NUTZU: 153.
- Sisoeva, S. I. (2014). *Mechanisms of management of tourism business in Ukraine*”. *Current problems of public administration: Sb. sciences works. Kh.*, View of KRINAPA «Magister» No. 2 (46).
- The most dangerous countries for tourists. Ukraine in the middle of the rating* (2017) [online] [Access: 19.11.2017]. Access on the internet: <https://strana.ua/news/105989-sostavlenakarta-samykh-opasnykh-stran-dlja-turistov-v-2018-hodu.html>
- Tourism in the USA* (2017) [online] [Access: 15.05.2017]. Access on the internet: <http://go-usa.kiev.ua/countryinfo/a38e09ba-96b3-4178-88ae-e4ba8b4fc9ff/>
- Ukrainian tourist brand* (2014) [online] [Access:20.01.2014]. Access on the internet: <http://www.me.gov.ua/Documents/List?lang=uk-UA&id=7cac02e9-6746-4374-b395-95699ed30fc9&tag=TuristichniiBrendUkraini>
- 8 main trends in tourism in 2018* (2017) [online] Access: 25.10. 2017]. access on the internet: https://tonkosti.ru/8_%D0%B3%D0%BB%D0%B0%D0%B2%D0%BD%D1%8B%D1%85_%

DOI: 10.7862/rz.2021.mmr.03

The text was submitted to the editorial office: February 2021.

The text was accepted for publication: March 2021.

Andrzej PACANA¹
Karolina CZERWIŃSKA²
Michalene Eva GREBSKI³

ANALYSIS OF THE POSSIBILITY OF USING KEY PERFORMANCE INDICATORS IN THE SYSTEMS OF LOGISTICS AND PRODUCTION ENTERPRISES

Key Performance Indicators (KPIs) are one of the most important management tools in enterprises. Their proper implementation and application help to improve and control both the processes and the effectiveness of activities undertaken in the organization. The study aimed to analyze the degree of use of the Key Performance Indicators in information technology (IT) systems by logistics companies and manufacturing companies and to investigate possible differences in the scope of knowledge and use of KPIs between logistics and manufacturing companies. The conducted analyses indicate that production companies tend to use financial and non-financial KPIs, while logistics companies mainly use financial indicators. Based on the pilot studies, the degree of use of KPIs was assessed as high. Respondents in the survey indicated a high or very high level of efficiency in the use of KPIs in the context of general objectives of enterprises from the perspective of customers, finances, processes, and development.

Keywords: Key Performance Indicators (KPIs), Quality Management, Efficiency.

1. INTRODUCTION

In recent years, economic changes have contributed to the fact that both the quality of products and services as well as ISO standardization, affect innovation. These factors have become a priority criterion determining the success of enterprises (Mentel, Hajduk-Stelmachowicz, 2020; Ostasz et al, 2020; Sudoon, 2006). They can support the achievement of economic, environmental and social objectives as well as support sustainable development (Hajduk-Stelmachowicz, 2014). Equally important is the management's knowledge of the possibilities of increasing the effectiveness of work. The knowledge of management is the result of both theoretical and practical knowledge and can result in the improvement of the company's operations and processes. (Babica, Pająk, 2006;

¹ Andrzej Pacana, PhD, DSc, Eng. Associate Prof., Rzeszow University of Technology, Rzeszów, Aleja Powstańców Warszawy 12, 35-959 Rzeszów; e-mail: app@prz.edu.pl (corresponding author). ORCID: 0000-0003-1121-6352.

² Karolina Czerwińska, MA, Rzeszow University of Technology, Rzeszów, Aleja Powstańców Warszawy 12, 35-959 Rzeszów; e-mail: k.czerwinska@prz.edu.pl. ORCID: 0000-0003-1121-6352.

³ Michalene Eva Grebski, PhD, Colorado Mesa University, 1100 North Avenue, Grand Junction, CO 81501 USA; e-mail: mgrrebski@coloradomesa.edu. ORCID: 0000-0003-3487-4473.

Karaszewski, 2005; Wolniak, Skotnicka, 2005). Sustained and effective continuous quality improvement (CQI) can be achieved by directing the organisation's efforts towards planning, monitoring, and preventing problems right at their source (Bamford, Greatbanks, 2005; Grudowski, 2006).

Lack of feedback on the functioning of the components of the whole enterprise may be one of the reasons for the failure to achieve the objectives set. The control of the achieved results can take place in the sphere of finances, customers, processes, and development. For this reason, Key Performance Indicators (KPIs) should be seen as the tool most frequently used by managers who contribute to increasing the level of effectiveness of strategic and operational management. By monitoring the KPIs and the extent to which they have been achieved according to the objectives set, the management can be provided with information enabling them to make quick decisions, prioritise their activities and improve the company's development strategy. (Borsos, Iacob, Calefariu, 2016; Grabowska, 2017; Pacana, Czerwińska, 2020; Parmenter, 2016).

The study aims to analyse the degree of use of Key Performance Indicators in IT systems in logistics companies and manufacturing companies. The study will also examine possible differences in the scope of knowledge and use of KPIs between logistics and manufacturing companies.

2. CHARACTERISTICS OF KEY PERFORMANCE INDICATORS (KPIs)

Key Performance Indicators is the methodology for the application of measuring and assessment in management of an enterprise. KPIs combines both controlling of the processes and Lean Manufacturing tools. The use of key indicators is based on the rationalization and selection of an appropriate profile of indicators to facilitate the measurement and assessment of achievement of the objectives, defined by the SMART (*Specific, Measurable, Achievable, Relevant, Time-bound*) concept. (Czerwińska, Pacana, 2020; Drucker, 2004; Mourtzis, Fotia, Vlachou, Koutoupes, 2018; Podgórski, 2015; Zhou, He, 2018).

Key Performance Indicators are being used for the purpose of assessing the economical, technical and organizational parameters describing the functioning of the enterprise. The assessment of the KPIs will allow to identify the factors influencing the values of the performance indicators (Bartecki, Król, Skowroński, 2018; Czerwińska, Pacana, Dwornicka, 2020; Hollender 2016).

KPIs are one of the tools of Business Performance Management, i.e. a group of concepts in the field of operational management. KPIs promote the improvement and effectiveness of the organization's functioning with the use of measures, processes monitoring and performance management systems. At the same time, KPIs are an integral part of a set of global best manufacturing practices known as World Class Manufacturing (WCM). In the literature on the subject one can find over 2000 definitions of KPIs being used by organizations in diverse sectors. (Grycuk, 2010; Parmenter, 2016; Piasecka-Głuszak, 2017). Selected KPI definitions are included in Table 1.

An analysis of the attributes of KPIs listed in Table 1 allows for the formulate of the definition of performance – based indicators as follows: *Key performance indicators are a method of assessing a specific process for the purpose of calculating the success rate from economical, technical, and organizational perspectives.*

Table 1. Definitions of key performance indicators

Number	Source	Definition
1	ISO 22400-1:2019, 2019	Quantifiable level of achievement of the critical objective. ISO 22400 also states that key performance indicators measurements come directly from the aggregation function, physical measurements, data and other KPIs.
2	Clifton, 2012	Any measure, percentage, index or average that can help an organization to quickly understand incoming data in the right context and time.
3	Berrah, Foulloy, 2013	The process of measuring performance representing a relationship expressed by a type of measure in combination with the target point and reflecting on the objective.
4	Onyemeh, Lee, Iqbal, 2016	A KPI indicates how far the organization is pursuing operational, tactical or strategic objectives that are key to its current and future success.
5	Neely, Adams, Kennerly, 2002	Parameter to quantify past performance and/or efficiency.
6	Vaser, Forconi, 2015	KPI is a mathematical combination of elements called performance counters or permanence indicators. The performance measures identify systemic events reflected in the KPI formula and prove that something has happened, e.g. failure or success in a specific networked procedure.
7	Paulen, Fnken, 2009	Key organizational indicators that stimulate the company's performance.
8	Melnyk, Bititci, Platts, Tobias, Anderson, 2014	It is a tool to measure efficiency and/or effectiveness and is therefore both measurable and verifiable.
9	Ortega, 2012	Financial and non-financial indicators used to determine achievements over time towards achieving operational and strategic objectives.
10	Enns, 2005	KPIs are parameters that show the condition of the company and its business development system. They combine the company's objectives and strategies with its results, outputs. KPIs provide management with past, current and future status information.
11	Al-Mutairi, 2012	Key performance indicators are commonly used by companies as a tool to assess performance. They form the basis for a system of achievements that turn the company's long-term strategic goals into short-term ones. The establishment of a clear and able to be assessed indicators are critical. KPIs facilitate good performance management.
12	Rolo, Pires, Saraiva, 2014	They are measures of the achievements of processes in an organization. They are used as communication tools between the management and the lower levels of the organisational structure. KPIs also reinforce the organisations mission and vision. Key performance indicators can also be used to measure the performance of the network, which makes it possible to set targets for achievement and the effectiveness of the entire organisation

Source: own study based on: (Neely Adams, Kennerly, 2002; Clifton, 2012; Berrah, Foulloy, 2013; Onyemeh, Lee, Iqbal, 2016; ISO 22400-1:2014, 2014; Vaser, Forconi, 2015; Melnyk Bititci, Platts, Tobias, Anderson, 2014; Ortega, 2012; Enns, 2005; Al-Mutairi, 2012; Rolo, Pires, Saraiva, 2014).

Key performance indicators need to identify the priorities of the actions needed to improve the process and actions needed to mobilize the workforce to reach the goals and strategies of the enterprise.

3. METHODOLOGY OF THE STUDIES

The research methodology adopted in the study includes a survey questionnaire. The first stage of the pilot study was addressed to a group of 50 manufacturing companies and 40 logistics companies. The survey aimed to check the knowledge of selected KPIs – a set of current and forecasting measures based on four perspectives:

- customers,
- finances,
- processes, and
- development.

These groups can be extended with relevant indicators used by the enterprises. The target group of respondents were people employed in positions from the area of operational management, such as:

- directors,
- production managers,
- sales managers,
- quality specialists,
- quantity specialists
- quality managers, and
- project managers.

The research was conducted in enterprises located in the southeastern part of Poland.

The second stage of the research was related to the analysis of the knowledge of KPIs within the selected groups manufacturing and logistics entrepreneurs. The survey was conducted in sixty companies (31 production companies and 29 logistics companies). Respondents were chosen deliberately – as was the case in the first stage of the research. Fig. 1 shows a diagram of the procedure presented in the study.

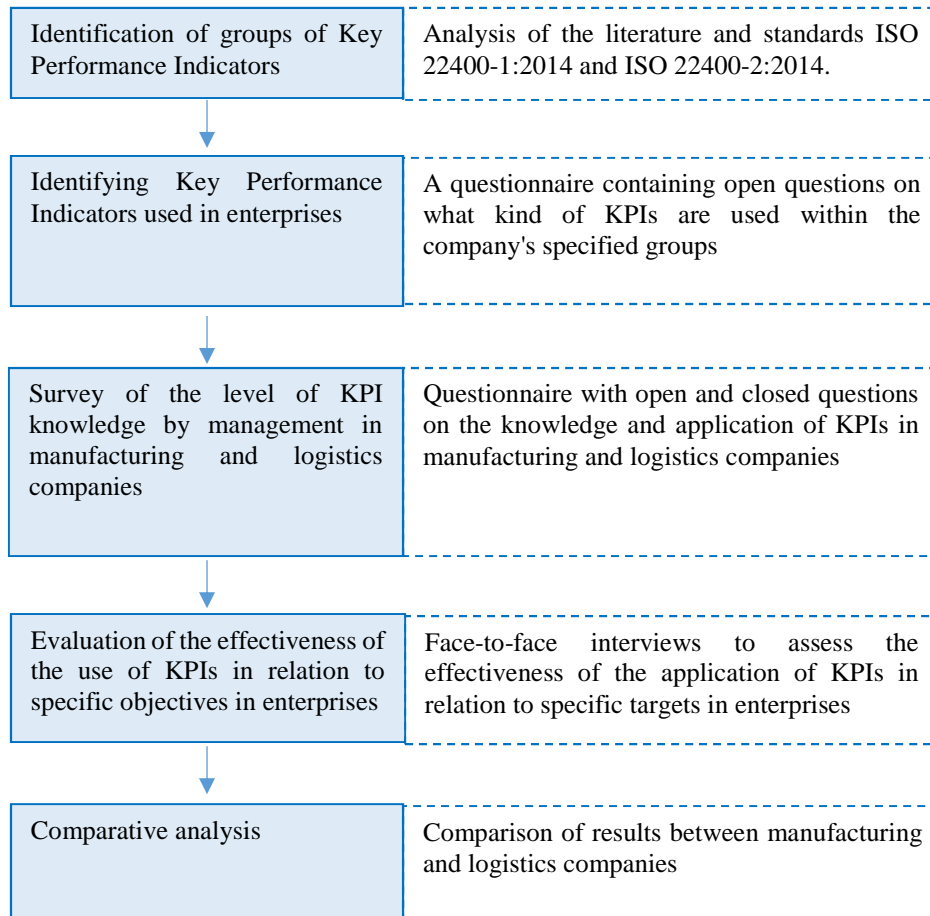


Fig. 1. Research methodology

In the face-to-face interviews, the respondents were asked to express their opinion on the effectiveness of the application of KPIs in relation to the objectives set in their enterprises. The research is concluded with a comparative analysis of results obtained in manufacturing and logistics companies.

4. RESEARCH RESULTS AND ANALYSIS

As the type of KPI influences the way it is used (Corbin 2009; Kaganski, Paavel, Lavin, 2014) and the type of measurements determines its impact on other measures of this type (Germany, 2019), it is important to classify the KPIs. KPIs can be divided into financial and non-financial (Kaplan, Norton 1996). In the first part of the survey, it was decided to check what kind of measures are used in companies to assess performance (Table 2).

Table 2. Answers to the question: “What kind of method of measurement is used in your company to measure performance?”

Answers	Production companies	Logistics companies
Mainly or exclusively financial	36%	53%
Mainly non-financial	14%	5%
Both financial and non-financial	46%	33%
None of the methods of measurement are used	4%	10%

Financial measures are expressed in monetary units or a something related to monetary units. They are generally treated as objective because they come from an accounting system and therefore generally represent a reliable assessment of the company. This may be the reason for the large number of companies that have indicated that they predominantly use such performance measures. Due to the specificity of logistics companies, the use of financial indicators dominates. Non-financial measures are often expressed in physical units and represent complex issues that often require a personalized approach. The use of non-financial indicators is challenging as it requires interaction between the accounting department and other organizational units of the company and the integration of existing information systems with other departments into coherent unit. Non-financial indicators are more frequently used by manufacturing companies. However, the most common solution for manufacturing companies is to use both financial and non-financial performance measures.

The conducted survey made it possible to identify a list of indicators most frequently used within the enterprises. The allowed for a significant reduction in the number of KPIs which need to be considered and that facilitated further analyses. Table 3 identified KPIs within the framework from such perspectives as: customers, finances, processes and development and the number of measures used in assessing of individual KPIs.

Table 3. Level of use of KPIs by IT systems in manufacturing and logistics companies

KPI meter	Production companies	Logistics companies
Customer perspective		
Number of newly acquired customers in specific periods of time.	93.5%	89.7%
Number and value of lost orders broken down by customers and time periods.	64.5%	72.4%
Total and detailed value of orders from individual customers in the given reporting periods.	71.0%	75.9%
Customer Value Coefficient (necessary to introduce customer segmentation).	61.3%	82.8%
Customer satisfaction rate for services or goods supplied.	90.3%	86.2%

Table 3 (cont.). Level of use of KPIs by IT systems in manufacturing and logistics companies

KPI meter	Production companies	Logistics companies
Financial perspective		
Average cost of order processing.	74.2%	89.7%
Amount of losses incurred due to lost orders.	58.1%	72.4%
Comparison of revenue and costs by department and the entire company.	100.0%	96.6%
Value of overdue receivables.	48.4%	62.1%
Cash flow.	96.8%	100.0%
Financial result of the company.	100.0%	100.0%
Process perspective		
Number of employees involved in order processing.	71.0%	65.5%
Order processing time from the moment of placing an order to the moment of confirmation of receipt by the customer.	87.1%	86.2%
Waiting time for implementation at individual stages of the order being processed by the company.	90.3%	41.4%
Average waiting time for deliveries.	87.1%	51.7%
Value of deviations from confirmed prices and delivery dates.	80.6%	79.3%
The rate of rotation of goods in the warehouse in correlation with the demand for goods generated by the company.	83.9%	82.8%
Development perspective		
Numbers of newly acquired foreign customers in specific time frames.	90,3%	96,6%
Differences in the labour intensity of departments, processes, production operations as a result of implementing new technologies and equipment.	77.4%	34.5%
Costs of importing products/goods.	74.2%	86.2%
Standardisation of the company's position concerning its competitors, based on industry rankings and independent comparative studies.	67.7%	72.4%
Cost-benefit ratio of conducted market campaigns.	80.6%	86.2%

When analysing the data (level of use of KPI) obtained from the customer perspective, comparable values can be found among manufacturing and logistics companies. Only indications of the customer value ratio, which is needed to introduce customer segmentation, turned out to be smaller among manufacturing companies (21.5% difference). From a financial perspective, all the measures indicated in the survey are more popular among logistics companies, while the opposite trend has been observed in the case of the measures singled out under the process perspective. This trend may result from the specificity of the studied groups of enterprises. As far as the development perspective is concerned, the level of use of the surveyed measures can be considered comparable. The exception is a measure indicating differences in labour intensity of departments, processes, production operations as a result of the implementation of new technologies and equipment, which is more applicable to production companies.

The third stage of the research was direct interviews conducted in thirty-one manufacturing companies and twenty-nine logistics companies. The persons participating in the face-to-face interviews were specialists within specific departments. They were operational positions in companies. At this stage, the study aimed to assess the effectiveness of the use of KPIs concerning specific objectives of the enterprises.

The level of effectiveness is defined in a 5-step scale, where 1 means lowest effectiveness and 5 means highest effectiveness.

Table 4. Evaluation of the effectiveness of the KPIs

Perspective	General objective of the company	Average assessment of the effectiveness of KPIs compared to objectives	
		Production companies	Logistics companies
Customer perspective	New customers.	4.54	4.41
	Improving the quality of service for existing customers (extending the offer, improving the speed of distribution of goods to customers and from suppliers, after-sales services).		
	Reducing customer service costs.		
Financial perspective	Analysis of the profitability of orders.	4.93	4.87
	Identification of the goods and customers with the highest profits and losses.		
	Increase in the company's capital.		
	Increasing the company's profitability.		
Process perspective	Improving information flow.	4.67	4.03
	Optimization of internal processes related to customer service and delivery service.		
	Optimization of internal processes related to product manufacturing.		
	Stock optimisation.		
Development perspective	Extension of the territorial coverage of the service.	4.29	4.16
	Expansion into foreign markets.		
	Increasing work efficiency by investing in modern technologies and equipment.		
	Increasing the company's market advantage.		
	Effective human resources management. Attracting new and retaining qualified employees.		

In terms of the effectiveness of the application of KPIs, the respondents assess the usefulness of the examined perspectives at a high or very high level. According to the respondents from manufacturing and logistics companies, the most effective indicators are financial indicators.

5. CONCLUSION

The KPIs implemented and used in enterprises should be periodically evaluated. Identifying and analyzing them is an important element of management. Employees should have knowledge of their use and the actions to be taken on the basis of the information provided by the indicators. The KPIs allow to determine if the company is on the right track to achieve its objectives and strategy. They also help to identify what is changing in the company and assess the direction of these changes.

The aim of the study was to analyse the degree of use of the Key Performance Indicators (KPIs) in information technology (IT) systems in logistics companies and manufacturing companies and to examine possible differences in the scope of knowledge and use of KPIs between logistics and manufacturing companies.

According to the KPI classification, financial and non-financial measures can be distinguished. On the basis of the pilot studies, it can be concluded that production companies tend to use both types of indicators, while logistics companies mainly use financial indicators.

Employing a strategy of measuring implemented KPIs means a conscious approach of the company to investigate the causes of bad or good business practices and results. Respondents in the survey indicated a high or very high level of effectiveness of use KPIs related to general objectives of enterprises within the perspective of customers, finances, processes and development. However, it should be remembered that KPI do not guarantee a success. Considering the experience and knowledge within the organization combined with the conscious use of the KPIs, increase the chance of choosing a strategy with positive results.

REFERENCES

- Al-Mutairi S. H. (2012). *Cost maintenance management*, eWork and eBusiness in Architecture, Engineering and Construction. Proceedings of the European Conference on Product and Process Modelling.
- Babica, M., Pająk, E. (2006). *Koncepcja metody eliminacji niezgodności w procesach produkcyjnych*. „Zeszyty Naukowe Politechniki Poznańskiej, Budowa Maszyn i Zarządzanie Produkcją”.
- Bamford, D. R., Greatbanks, R. W. (2005). *The use of quality management tools and techniques: a study of application in everyday situations*. “International Journal of Quality & Reliability Management”.
- Bartecki, K., Król, D., Skowroński, J. (2018). *Wyznaczanie kluczowych wskaźników wydajności procesu produkcyjnego – część I: badania teoretyczne*. „Pomiary. Automatyka. Robotyka”, R. 22, nr 3.
- Berrah, L., Foulloy, L. (2013). *Towards a unified descriptive framework for industrial objective declaration and performance measurement*. “Computers in Industry”, 64.
- Borsos, G., Iacob, CC., Calefariu, G. (2016), *The use KPI's to determine the waste in production proces*, 20th Innovative Manufacturing Engineering And Energy Conference (Imanee 2016), IOP Conference Series-Materials Science and Engineering, Vol. 161.
- Clifton, B. (2012). *Advanced Web Metrics*. Indianapolis: John Wiley & Sons Inc.
- Cobin, C. (2009). *Creating effective performance measures*, November 1.

- Czerwińska, K., Pacana, A. (2020). *Analysis of the exterior door production process using key performance indicators (KPI)*. „Zarządzanie Przedsiębiorstwem” / Polskie Towarzystwo Zarządzania Produkcją, 23, 1.
- Czerwińska, K., Pacana, A., Dwornicka, R. (2020). *Improvement of the production process with the use of selected KPIs*. “System Safety: Human – Technical Facility – Environment”, Vol. 2, Issue 1.
- Drucker, F. P. (2004). *Zawód menedżer*. Warszawa: Wydawnictwo MT Biznes.
- Enns, B. (2005). *Key performance indicators for new business development*, Critical Briefings for the Business of Persuasion.
- Grabowska, S. (2017). *Kluczowe wskaźniki efektywności – studium przypadku*. „Zeszyty Naukowe Politechniki Śląskiej, Seria: Organizacja i Zarządzanie” z. 108, Politechnika Śląska.
- Grudowski, P. (2006). *Pomiary, analiza i doskonalenie jako kryteria auditu systemu zarządzania jakością*. „Problemy Jakości”.
- Grycuk, A. (2010). *Kluczowe wskaźniki efektywności (KPI) jako narzędzie doskonalenia efektywności operacyjnej firm produkcyjnych zorientowanych na lean*. „Przegląd Organizacji” nr 2.
- Hajduk-Stelmachowicz, M. (2014). *Znaczenie strategii proekologicznych w kontekście budowania przewagi konkurencyjnej przedsiębiorstw*. „Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, Zarządzanie Strategiczne w Teorii i Praktyce” nr 366.
- Hollender, M., Chioua, M., Schlake, J., Merkert, L., Petersen, H. (2016). *KPI-based Process Operation Management of highly automated processes*, Institut für Regelungs- und Steuerungssysteme (IRS), ISSN: 0178-2320, 2190-4111, 2364-3137.
- ISO 22400-1:2014 (2014). *Automation systems and integration – Key performance indicators (KPIs) for manufacturing operations management. Part 1: Overview, concepts and terminology*.
- Kaganski, S., Paavel, M., Lavin, J. (2014). *Selecting key performance indicators with support of enterprise analyze model*. Proceedings of the International Conference of DAAAM Baltic “Industrial Engineering”.
- Kaplan, R. S., Norton, D. P. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business School Press, Boston.
- Karaszewski, R. (2005). *Zarządzanie jakością – koncepcje, metody, narzędzia stosowane przez liderów światowego biznesu*. Toruń: TNOiK.
- Melnyk S. A., Bititci U. S., Platts K., Tobias J., Anderson B. (2014). *Is performance measurement and management fit for the future?* “Management Accounting Research” 25(2).
- Mentel, U., Hajduk-Stelmachowicz, M. (2020). *Does standardization have an impact on innovation activity in different countries?* “Problems and Perspectives in Management”, 18(4).
- Mourtzis, D., Fotia, S., Vlachou, E., Koutoupes, A. (2018). *A Lean PSS design and evaluation framework supported by KPI monitoring and context sensitivity tools*. “The International Journal of Advanced Manufacturing Technology”, Vol. 94.
- Neely, A., Adams, C., Kennerly, M. (2002). *The Performance Prism: The Scorecard for Measuring and Managing Business Success*. London: Pearson Education Limited.
- Niemiec, A. (2019). *Kluczowe mierniki dokonań (KPI) w zarządzaniu organizacją na gruncie teorii równowagi funkcjonalnej*. Warszawa: CeDeWu.

- Onyemeh, N. C., Lee, C. W., Iqbal, M. A. (2016). *Key performance indicators for operational quality in the oil and gas industry a case study approach*. IEEE International Conference on Industrial Engineering and Engineering Management.
- Ortega, A. (2012). *On the definition and Analysis of Process Performance Indicators*. Sevilla: University of Sevilla.
- Ostasz, G., Czerwińska, K., Pacana, A. (2020). *Quality management of aluminum pistons with the use of quality control points*. "Management Systems in Production Engineering".
- Pacana, A., Czerwińska, K. (2020), *Kluczowe wskaźniki efektywności – KPI*. „Management and Quality – Zarządzanie i Jakość”, Towarzystwo Naukowe Organizacji i Kierownictwa Oddział w Katowicach. Katowice: TNOiK.
- Parmenter, D. (2016). *Kluczowe wskaźniki efektywności (KPI). Tworzenie, wdrażanie i stosowanie*. Gliwice: Helion.
- Piasecka-Głuszak, A. (2017). *Implementacja world class manufacturing w przedsiębiorstwie produkcyjnym na rynku polskim*. „Ekonomia XXI Wieku” nr 4(16).
- Podgórski, D. (2015). *Measuring operational performance of OSH management system – A demonstration of AHP-based selection of leading key performance indicators*. "Safety Science" No. 73.
- Rolo, A., Pires, A. R., Saraiva, M. (2014). *Supply chain as a collaborative virtual network based on larg strategy*. "Advances in Intelligent Systems and Computing", 280.
- Sudoł, S. (2006). *Przedsiębiorstwo. Podstawy nauki o przedsiębiorstwie. Zarządzanie przedsiębiorstwem*. Warszawa: PWE.
- Vaser, M., Forconi, S. (2015). *QoS KPI and QoE KQI Relationship for LTE Video Streaming and VoLTE Services*, Proceedings – NGMAST 2015: The 9th International Conference on Next Generation Mobile Applications, Services and Technologies.
- Wolniak, R., Skotnicka, B. (2005). *Metody i narzędzi zarządzania jakością. Teoria i praktyka*. Gliwice: Wydawnictwo Politechniki Śląskiej.

DOI: 10.7862/rz.2021.mmr.04

The text was submitted to the editorial office: January 2021.

The text was accepted for publication: March 2021.

Dominika SIWIEC¹
Stanislav VANDŽURA²

THE COMBINATION OF SELECTED MANAGEMENT INSTRUMENTS TO ANALYZE QUALITY PROBLEMS

The aim of the article is to propose the combination of selected quality management instruments in a sequential and repetitive manner and to identify the incompatibilities and causes of its occurrence. This is a combination of techniques i.e.: brainstorming (BM), causes and effects diagram, multiply voting, and the 5Why method. The test of the proposed combination of the selected quality management instruments was made for the problem of the incompatibility of the product in an enterprise located in the Podkarpacie. This problem was the non-metallic inclusions on the bearing housing from CPW 407 steel. The proposed combination of the selected quality management instruments was integrated with the non-destructive testing (NDT). The originality of the study is to propose the combination of selected quality management instruments as a part of a single method, whose stages can occur in a sequential and repetitive manner.

Keywords: quality, quality management, production engineering, Ishikawa diagram, 5Why.

1. INTRODUCTION

The need of manufacturing products oriented on a customer (Li, Pomegbe, Dogbe, 2018), and also the following changes and turbulent environment, has generated the necessity to support actions of organizations on different stages (Cegliński, 2015; Siwiec, Bednarova, Pacana, 2020). It is important that these actions support the quality ones, which are applied in the improved performance of the production and service enterprises (Nilsson, Johnson, Gustafsson, 2001). Searching for different solutions in products to meet both the current and future needs of customers is one of these actions (Blocker, Flint, Myers, Slater, 2011). Also, these actions are applied to include the possibilities of problems occurrence with the quality of products, and, the need to effectively solve these problems, and simultaneously to prevent the occurrence in the future (Slater, Narver, 1994). Hence, it is appropriate to use, for example, effective quality management instruments (Harmol, 2008).

The most popular quality management instruments are e.g. the Ishikawa diagram (causes and effects diagram), which is applicable to identify the source causes of the problem. This diagram is the model in which the correlations between the effect and many

¹ Dominika Siwiec, MSc, Rzeszow University of Technology, Rzeszów, Aleja Powstańców Warszawy 12, 35-959 Rzeszów; e-mail: d.siwiec@prz.edu.pl (corresponding author). ORCID: 0000-0002-6663-6621.

² Stanislav Vandžura, Eng. Technical University of Kosice, Park Komenského 19, 04001 Košice, Slovakia. ORCID: 0000-0003-1850-7611

causes are present in a visual manner (Ilie, Ciocoiu, 2010). The Ishikawa diagram was applied e.g. for the analysis of the probability and the impact of the problem as part of the assessment of the risk for each category of causes (Ilie, Ciocoiu, 2010). Another example of the use of the Ishikawa diagram is a visualization of the causes into an easier analysis and categorization (Coccia, 2017; Luo, Wu, Duan, 2018). Therefore, the authors of the work (Ishii, Lee, 1995) used the so-called inverted Ishikawa diagram to project assembly and to analyze the modes and effects of the process failure (FMEA). Brainstorming (BM) and multiple voting are other nother popular quality management instruments. For example, brainstorming has been applied to generate as many ideas as possible, taking into account the ideas which concerned the causes and improvement actions in the context of solving the problem, as in works (Putman, Paulus, 2008; Rossiter, Lilien, 1994). In turn, multiply voting has been applied as part of teamwork to make the choice in the context of solving the decision problems, as in article e.g. (Pacana, Siwiec, Bednarova, 2020). The next popular quality management instrument is the 5Why method (Why-Why), which is used to search the causes which are in the source of the problem (Gołaś, Mazur, Mrugalska, 2016). For example, the author of the article (Wolniak, 2019) applied the 5Why method to analyze the downtime in the production process. Other examples include the articles i.e. (Dziuba, Jarosova, Gołębicka, 2014; Pacana, Siwiec, Bednarova, 2019), in which the 5Why method was used to search the cause in the source of incompatibility of the product. Due to the fact that those methods are popular and effective as part of the analysis of the problems, and also the incompatibility with the quality of the product (Nilsson, Johnson, Gustafsson, 2001), it was considered as justified to use these methods as a single combined method.

Hence, the aim of the article is to propose a combination of the selected quality management instruments to identify the incompatibilities and their causes, which occurs in a sequential and repetitive manner. Brainstorming (BM), causes and effects diagram, multiple voting, and the 5Why method were the combination. The test of the proposed combination of selected quality management instruments was carried out for the problem of non-metallic inclusions on the bearing housing made of CPW 407 steel, which were detected at a Podkarpacie enterprise as a part of non-destructive testing (NDT).

2. METHOD

The method consisted of quality management instruments which were integrated with non-destructive testing (NDT). The instruments were: brainstorming (BM), causes and effects diagram, multiple voting, and the 5Why method. The choice of these instruments was determined by their confirmed effectiveness for analyzing the problems with the quality of the product. The concept of the proposed method involved the generation of possible causes of the problem by a team of experts, successively grouping them and visualizing them in a causes and effects diagram. Next, the main cause is selected by multiple voting (the cause which is the most important from the view of the occurrence of the problem), and then by using the 5Why method, the cause which is in the source of the problem is identified. Accordingly, the repetition of the proposed method was adopted as a part of identification of improvement actions, which have to eliminate or reduce the occurrence of the problem in the future. The proposed method consists of five main stages (Fig. 1).

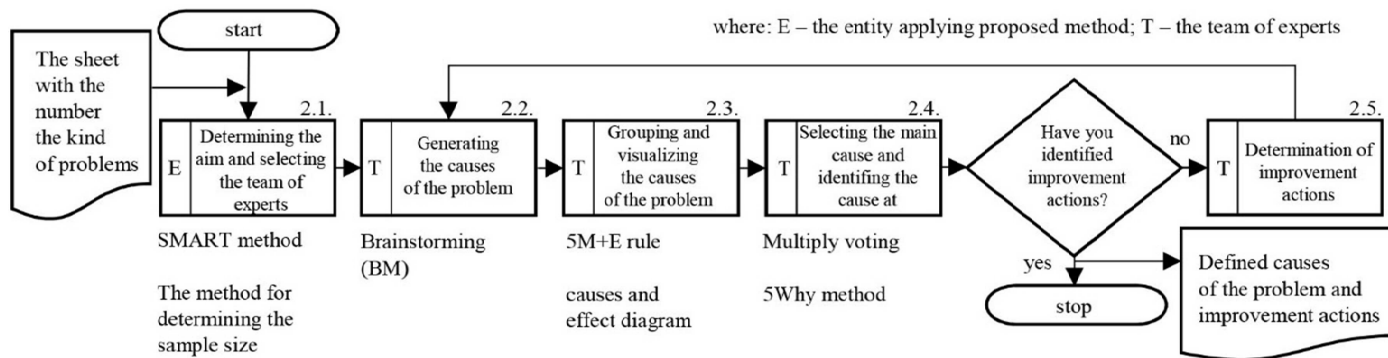


Fig. 1. The algorithm of the method and combination quality management instruments to analysis the problem

The algorithm of the proposed method was extended to include information of using the quality management instruments in a combined way.

2.1. Determining the aim and selecting the team of experts

The first stage of the proposed method is to determine the aim and select the team of experts. This stage is carried out by the entity applying the proposed method. The aim should refer to the solution of problem (i.e. in the analysed context to the identification of the causes of the problem and improvement actions). The problem can be arbitrary, depending on the needs of the entity applying the proposed method. For example, the problem is incompatibility, which has occurred most frequently. As a part of determining the aim, it is effective to use the SMART method (Lawlor, Hornyak, 2012). In turn, the team of experts is selected by the entity applying the method. This team is responsible for solving the problem by using the proposed method.

2.2. Generating the causes of the problem

The second stage of the proposed method is to generate the causes of the problem. It refers to generating as many causes of the problem as possible. To make it happen, it is proposed to use brainstorming (BM) among the selected team of experts. This stage should be carried out according to the methodology of the brainstorming method (BM), as is shown in the literature, e.g. (Putman, Paulus, 2008; Rossiter, Lilien, 1994).

2.3. Grouping and visualizing the causes of the problem

The third stage of the proposed method is to group and visualize the causes of the problem. This stage is carried out by the selected team of experts. For this purpose, all the generated (on stage 2.2.) causes of the problem should be analyzed in the context of categories (thematic groups) to which these categories belong. The categories (thematic groups) of the causes are selected by the team of experts in terms of the character of the problem. Also, these categories should be determined in the context of the causes of its occurrence. It is possible to use e.g. the Ishikawa rule, i.e. 5M+E: man, method, machine, material, management, and environment (Gołaś et al., 2016; Ulewicz, 2014). Then, it is necessary to group the causes into these categories. Hence, it is possible to use the causes and effect diagram (so-called fishbone), which is shown e.g. in (Pacana, Siwec, Bednarova, Hajduova, 2019).

2.4. Selecting the main cause and identifying the cause at the source of the problem

The fourth stage of the proposed method is to select the main cause of the problem and identify the cause in the source of the problem. This stage is carried out by the selected panel of experts. Therefore, initially, the main cause of the problem is selected by the team of experts by multiple voting. Hence, each team member votes for a single freely selected cause (among all generated causes). The team member votes for the cause which has the greatest impact on the occurrence of the problem. The main cause of the problem is the cause which has the highest number of votes.

Then, the team of experts determines the causes in the source of the problem. To do it, the 5Why method (i.e. Why-Why) is used in the context of the determined problem and the selected main cause of the problem. The manner uses the 5Why method shown e.g. in (Ershadi, Kazemi, 2018). As a result, the cause or causes in the source of the problem are achieved.

2.5. Determination of improvement actions

The fifth stage of the proposed method is to determine the improvement actions, i.e. actions thanks to which the problem will be reduced or eliminated. To do this, it is necessary to repeat the method (starting from stage 2.2.). Each stage of the method should be carried out in the context of identifying improvement actions. If it is appropriate, the selection of improvement actions can be made after the development the causes and effect diagram. Then, the team of experts, through multiple voting, indicates which improvement action or actions should be implemented first. After the determination of the improvement actions it is possible to end the proposed method.

3. RESULTS AND DISCUSSION

The test of the proposed, combined method (the combination of the selected quality management instruments) was carried out for the problem which was relatively often identified in one of the enterprises of the Podkarpacie. The problem was non-metallic inclusions on the CPW 407 steel bearing housing. This product has been used in the aviation and automotive industry. The non-metallic inclusions are in the form of particles of various shapes and sizes. In the case of steel or alloys, these inclusions generate many material defects and can significantly affect functional properties (Lis, 1995). Therefore, it was important to stabilize this product in terms of quality. In the enterprise, this problem was identified by non-destructive testing (NDT), i.e. magnetic-powder method (Fig. 2).

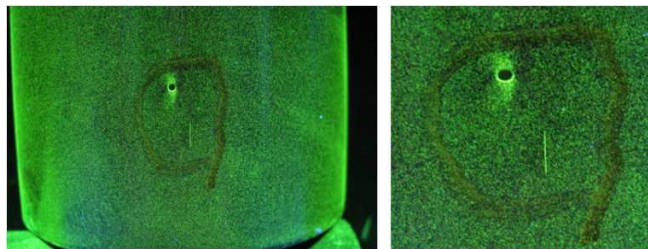


Fig. 2. The example of the non-metallic inclusions identified on bearing housing

The application of the magnetic-powder method was conditioned by the type of material the product was made, and the requirements of the customer who has ordered the inspection. Therefore, the proposed combination of selected quality management instruments was integrated with NDT research with the aim of complex analysis of the non-metallic inclusions on the bearing housing.

According to the proposed method, initially, the aim was determined. Hence, the aim was to determine the causes of the non-metallic inclusions on the CPW 407 steel bearing housing. Also, the aim was to identify improvement actions to reduce or eliminate this problem. Then, among the selected team of experts, brainstorming (BM) was done as a part of identifying the causes of non-metallic inclusions on the analysed product. Then, by using the 5M+E rule, all causes were grouped and visualized on the causes and effects diagram. The results from these activities are shown in Fig. 3.

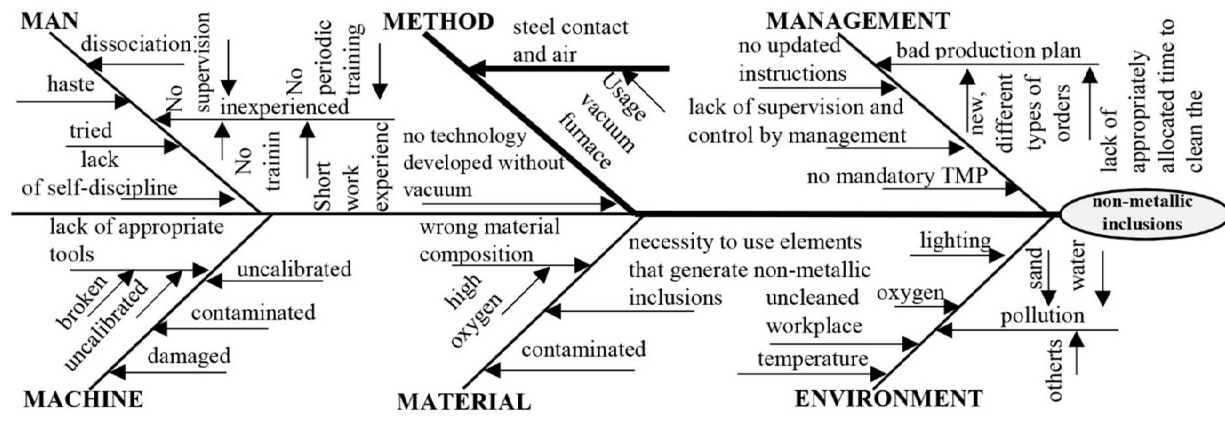


Fig. 3. The causes and effect diagram for the problem of non-metallic inclusions on bearing housing

The team of experts then selected the main cause of non-metallic inclusions on bearing housing using multiple voting. Accordance to the panel of experts, the main cause was the contact between steel and air. Next, the team of experts identified the causes in the source of the problem. For this purpose, the 5Why method (i.e. Why-Why) was carried out in the context of the problem of non-metallic inclusions on bearing housing, and the main cause of this problem, i.e. contact between steel and air (Fig. 4).

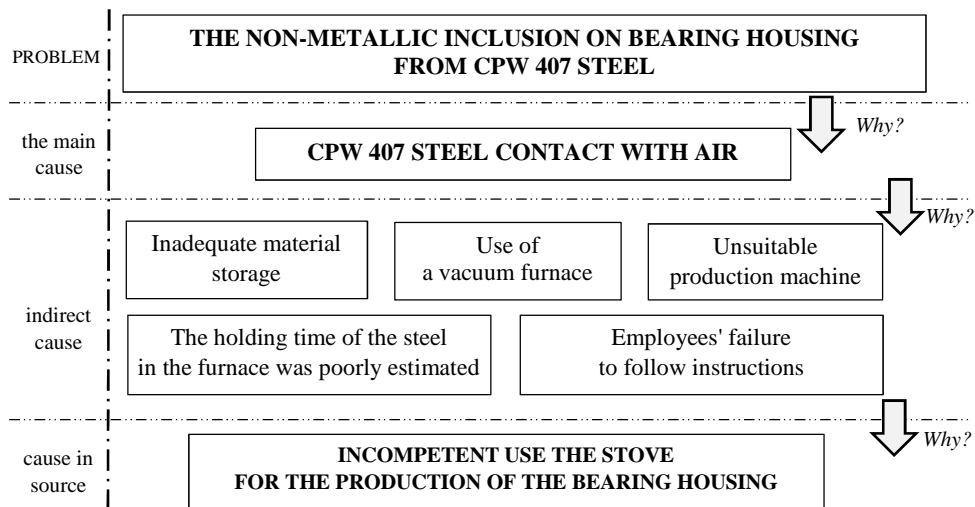


Fig. 4. The 5Why method to identify the cause in source of non-metallic inclusions on bearing housing

It was concluded that the root cause of the problem was the incompetent use the stove for the production of the bearing housing.

In order to determine improvement actions, thanks to which it will be possible eliminate or reduce the problem, the whole procedure of the proposed method was repeated (from stage 2.2.). Therefore, by using brainstorming (among the panel of experts) improvement actions were generated. Then, all improvement actions were grouped into selected Ishikawa categories. This stage is visualized on the causes and effects diagram (Fig. 5).

Then, through multiple voting, the team of experts selected the improvement actions they felt should be implemented first. These actions include: introducing the obligation to use the instructions every time, introducing periodic training, making it mandatory for employees to participate in these, updating manuals, and introducing mandatory TPM (Total Productive Maintenance) of the machine. The aim of the TPM is to ensure the maximum efficiency of the machine. After the implementation of these actions it is possible to implement the next improvement actions, e.g. those indicated in the cause and effect diagram.

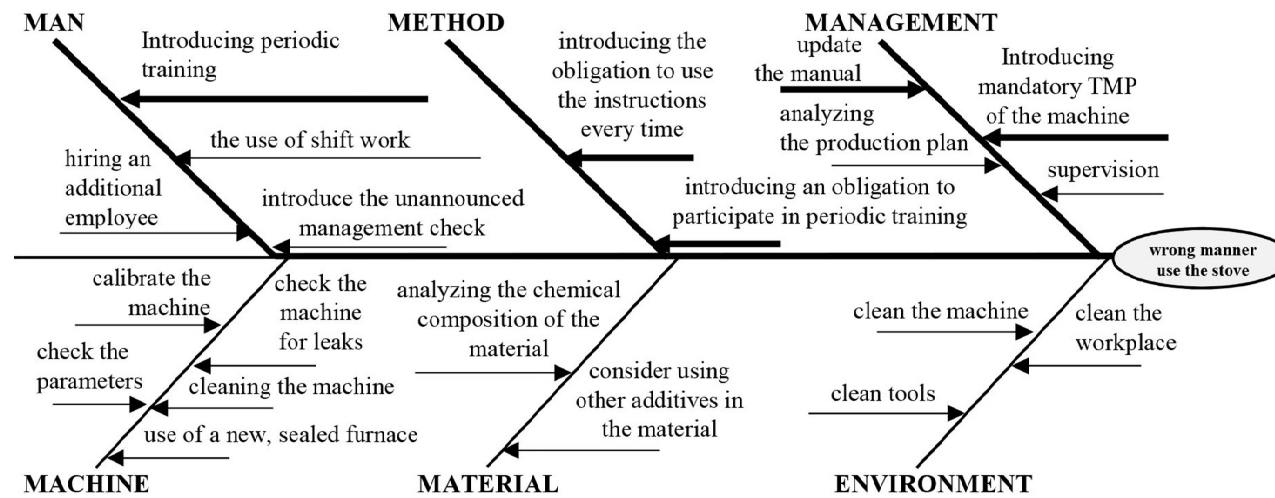


Fig. 5. The causes and effects diagram in the context of improvement actions of problem the non-metallic inclusions on bearing housing

4. CONCLUSIONS

In the area of the constant development of enterprises and the need to meet customers' requirements, it is crucial to effectively solve the arising problems and prevent them from occurring in the future. In this context, it is effective to use the appropriately selected tools and methods. Therefore, the aim of the article is to propose the combination of the selected quality management instruments to identify the incompatibilities and causes of their occurrence, which is realized in a sequential and repetitive manner. Brainstorming (BM), causes and effects diagram, multiple voting, and the 5Why method were the combination. This method is based on five main stages, which can be used in a sequential and repetitive manner. The concept of the proposed instrument combination allows to generate the causes of the problem. This is done by brainstorming (BM). Then, according to some categories (thematic groups), e.g. Ishikawa rule 5M+E, all causes are grouped and visualized on the causes and effects diagram. In order to identify the main cause (i.e. the cause which contributed most to the problem), the team of experts uses multiple voting. The 5Why method is then used to look for the root cause of the problem. Then, it is necessary to repeat the process, but in the context of identifying improvement actions. The proposed combination of selected quality management techniques was shown to be effective in identifying the causes of problems and improvement actions. The effectiveness of the method is confirmed by the test which was done for the problem of non-metallic inclusions on bearing housing made of CPW 407 steel. This problem was relatively common in a Podkarpackie enterprise. These incompatibilities were identified in the enterprise by non-destructive testing (NDT), i.e. the magnetic-powder. Since this problem generated many material defects which can significantly influence the performance of the product, it was considered reasonable to analyze it. After applying the proposed method, it was concluded that the main cause of the non-metallic inclusions on bearing housing of CPW 407 steel is the incompetent use the stove for the production of this product. On the other hand, the improvement actions indicated that, as the first of the actions, is necessary to introduce the obligation to use the instructions every time, to introduce periodic training and the obligation of employees to participate in it, to update the instructions and to introduce mandatory TMP of the machine. It was concluded, that this method is effective, and the proposed combination of selected quality management techniques as part of a single method can be integrated with the non-destructive testing (NDT). Also, this method can be used to solve different incompatibilities in products from production and service enterprises.

REFERENCES

- Blocker, C., Flint, D., Myers, M., Slater, S. (2011). *Proactive customer orientation and its role for creating customer value in global markets*. "J. of the Acad. Mark. Sci." 39. DOI: 10.1007/s11747-010-0202-9.
- Cegliński, P. (2015). *Najpopularniejsze instrumenty zarządzania. Przegląd badań empirycznych*. „Acta Universitatis Nicolai Copernici” 1. DOI: 10.12775/AUNC_ZARZ.2015.002.
- Cioccia, M. (2017). *The Fishbone diagram to identify, systematize and analyze the sources of general purpose technologies*. "Journal of Social and Administrative Sciences" 4(4).
- Dziuba, S., Jarossova, M., Gołębiecka, N. (2014). *Applying the 5 Why method to verification of non-compliance causes established after application of the Ishikawa diagram in the process of improving the production of drive half-shafts*. "Production Engineering Archives" 2(1).

- Ershadi, M., Kazemi, R. (2018). Root cause analysis in quality problem solving of research information systems: a case study. *"Int. J. Productivity and Quality Management"* 24(2).
- Gołaś, H., Mazur, A., Mrugalska, B. (2016). Application of risk analysis and quality control methods for improvement of lead molding process. *"Metalurgija"* 55(4).
- Hamrol, A. (2008). *Zarządzanie jakością z przykładami*. Warszawa: PWN.
- Ilie, G., Ciocoiu, C. N. (2010). Application of fishbone diagram to determine the risk of an event with multiple causes. *"Management Research and Practice"* 2(1).
- Ishii, K., Lee, B. (1996). Reverse Fishbone Diagram: A tool in aid of design for product retirement. *"ASME DFM"* 1–19.
- Lawlor, K. B., Hornyak, M., J. (2012). *Smart Goals: How The Application Of Smart Goals Can Contribute To Achievement Of Student Learning Outcomes*. "Developments in Business Simulation and Experiential Learning" 39.
- Li, W., Pomegbe, W., Dogbe, C. (2018). Employees' customer orientation and customer satisfaction in the public utility sector. The mediating role of service quality. *"African Journal of Economic and Management Studies"*. DOI: 10.1108/AJEMS-10-2018-0314.
- Lis, T. (1995). Odsiarczanie stali wapniem i magnezem z udziałem tlenkowej fazy dyspersyjnej. *„Hutnictwo. Zeszyty Naukowe Politechniki Śląskiej”*, z. 49.
- Luo, T., Wu, C., Duan, L. (2018). Fishbone diagram and risk matrix analysis method and its application in safety assessment of natural gas spherical tank. *"Journal of Cleaner Production"* 174. DOI: <https://doi.org/10.1016/j.jclepro.2017.10.334>.
- Nilsson, L., Johnson, M., Gustafsson, A. (2001). The impact of quality practices on customer satisfaction and business results: product versus service organizations. *"Journal of Quality Management"* 6.
- Pacana, A., Siwec, D., Bednarova, L. (2019). Analysis of the incompatibility of the product with fluorescent method. *"Metalurgija"* 58(3–4).
- Pacana, A., Siwec, D., Bednárová, L. (2020). Method of Choice: A Fluorescent Penetrant Taking into Account Sustainability Criteria. *"Sustainability"*, 12. DOI: 10.3390/su12145854.
- Pacana, A., Siwec, D., Bednarova, L., Hajduova, Z. (2019). Wybrane metody zarządzania jakością stosowane do oceny druku etykiet. *„Przemysł Chemiczny"* 98(1). DOI: 10.15199/62.2019.1.17.
- Putman, V., Paulus, P. (2008). *Brainstorming, Brainstorming. Rules and Decision Making*. *"Journal of Creative Behavior"*.
- Rossiter, J., Lilien, G. (1994). New "Brainstorming" Principles. *"Australian Journal of Management"* 19(1).
- Siwec, D., Bednarova, L., Pacana, A. (2020). Metoda doboru penetrantów dla przemysłowych badań nieniszczących. *„Przemysł Chemiczny"* 99(5). DOI: 10.15199/62.2020.5.18.
- Ulewicz, R. (2014). Practical application of quality tools in the cast iron foundry. *"Manufacturing Technology"* 14(1).
- Wolniak, R. (2019). Downtime in the Automotive Industry Production Process – Cause Analysis. *"Quality Innovation Prosperity"* 23(2). DOI: 10.12776/QIP.V23I2.1259.

DOI: 10.7862/rz.2021.mmr.05

The text was submitted to the editorial office: January 2021.

The text was accepted for publication: March 2021.

Vladimir SAZONOV¹
Illimar PLOOM²

SOME REMARKS ON THE IDEOLOGICAL CORE AND POLITICAL PILLARS OF THE SO-CALLED ISLAMIC STATE

The article focuses on the ideological pillars of the ISIS or the so-called Islamic State and aims to explain the ideological core of the ISIS by examining the roots and pillars of this extreme terrorist Jihadists, Wahhabist and Salafist organization. The article seeks and explores the roots in Jihadism, radical form of Salafism and partially radical Arab nationalism, but it also looks partially at the “legacy” of Saddam Hussein’s regime (1979–2003) in Iraq (many former high ranked officers of Saddam’s military, BAATH party and also several intelligence officers were actively involved in ISIS) and the Arab post-colonial and post-cold war world.

Keywords: ISIS, Salafi Jihadism, Wahhabism, Arab nationalism, terrorism.

1. INTRODUCTION

1.1. The aim of article

The review article³ focuses specifically on the ideological core (Fadel, 2019; Bunzel, 2015; Todenhöfer, 2016) of ISIS⁴ and aims to explain it by showing that the ideological

¹ Vladimir Sazonov, PhD, Estonian Military Academy, Estonian Academy of Security Sciences and Centre for Oriental Studies at University of Tartu, Lossi 3, 51003, Tartu, Estonia (corresponding author); e-mail: sazonov@ut.ee. ORCID: 0000-0001-9738-1329.

² Illimar Ploom, PhD, Estonian Military Academy, Tartu, Riia 12, 51013; e-mail: illimar.ploom@gmail.com. ORCID: 0000-0003-2950-7553.

³ The authors of this study partially rely on data used in earlier articles (Sazonov, Sazonov, 2019 and Mölder, Sazonov, 2019).

⁴ ISIS (*Islamic State of Iraq and Syria*) or Daesh (its Arabic-language acronym) is a radical and an extremist Salafist and Jihadist movement whose founder is considered to be Jordanian Abu Musad al-Zarqawi (1966–2006). It is known that al-Zarqawi founded the movement in 2006, a few years after the 2003 invasion of Iraq by Western coalition forces. Initially the movement was called the Islamic State of Iraq (October 2006 – April 2013), and later renamed as the Islamic State of Iraq and Sham (April 2013 – June 2014), and the Islamic State (June 2014 – present) (Bunzel, 2015). Bunzel (2015) has highlighted that „founded by al-Qaeda in Iraq, the Islamic State emerged at a time when Iraq’s Sunni insurgency was fast losing momentum. It is significant that al-Qaeda was involved in founding the movement, while it was later joined by several large and small Islamist groups, such as Islamic Jihad”. The first leader of the Islamic State of Iraq was Abu Omar al-Baghdadi, who was assassinated in 2010. The last known leader of ISIS was Abu Bakr

core of ISIS or so-called Islamic State is rooted not merely in extreme Islamist views, such as radical Salafism and Jihadism (Kepel, 2006) or specifically Salafi Jihadism⁵ and Wahhabism, but ISIS have also borrowed from certain elements of Arab nationalism, which is legacy of the post-colonial Arab world. What is more, ISIS have managed to skilfully design effective online information campaigns for influencing different audiences in many regions. Finally, it must be borne in mind that there are also certain political facets in Islamic fundamentalism that cannot be overlooked. Those political facets, in turn, come with the inter-cultural historical dimension, whereby the changes within a specific religion should be seen in the context of wider cultural and socio-political changes and pressures.

The authors do not aim to conduct an 'anatomic' dissection of the ideological foundation of ISIS, instead the aim of this article to give a brief overview of certain central ideological elements and political pillars of ISIS.

1.2. Data sample and methodology

To that end, the authors analysed primary sources [e.g. the ISIS propaganda (Milton, 2018)] film "Flames of War" (ISIS Releases Propaganda Video: Flames of War, 2014) that relies uses religious narratives and symbols as well as current literature on radical Jihadism and ISIS's ideological base. Qualitative content analysis was applied in this study to analyse the collected data by using a hidden pilot sample on the basis of which primary coding was performed (Kracauer, 1953; Kuckartz, 2014). A substantive analysis of a large number of articles was conducted after the pilot study during which the content of specific texts as well as the words, sentences in the articles and also in video materials was analyzed.

1.3. Regional and global situation for creation of ISIS: an overview

In today's Middle East, dangerous extremist forces are becoming increasingly visible, especially after the Arab spring (Danahar, 2014) and with the escalating politics of chaos in the region (Roy, 2008) and more powerful – especially Islamist (Martin, Barzegar, 2010) religious fanatics and terrorists, (Hübsch, 2001) such as the more radical branches of Salafism. (Mölder, Sazonov, 2019; Mölder, 2019; Mölder, 2021) Several of these religious extremist groups (Rubin, 2009) are very active in the Middle East and even in the West. This is especially true in Syria, a country enmeshed in a bloody civil war (Peterson, 2016) for the past eight years (since March 2011) and where in 2014, radical Islamists succeeded in establishing a terrorist quasi-state called "the Caliphate"⁶ or the Islamic State of Iraq and Syria (ISIS) (Bunzel, 2015; Mölder, 2021) on the territories nominally belonging to Syria and Iraq. As Fraser et al. have stated:

At the beginning of 2013, an emergent Sunni group, known as the Islamic State of Iraq, began a series of attacks in the country, while in April, the formation of

al-Baghdadi, killed in 2019. Current leader of ISIS is Abu Ibrahim al-Hashimi al-Qurashi (since 31 October 2019). For more on ISIS, see Burke, 2015.

⁵ Salafi jihadism is a religious-political ideology, which is based on ideas of "physical" jihadism and the Salafi ideological base and pillars. The term "Salafist jihadist" was used by G. Kepel in 2002 with the aim of describing the hybrid nature of radical Islamist ideology that originated with international Islamist fighters and jihadists during the Soviet-Afghanistan war as the jihad waged against Soviet invasion (Livesey, 2005).

⁶ The Caliphate was declared by the leaders of ISIS in June 2014 and the title of Caliph was given to their leader Abu Bakr al-Baghdadi (1971–2019), originally named Ibrahim Awad Ibrahim al-Badri.

the Islamic State of Iraq and Levant (ISIL), drawing on support in both Iraq and Syria, was announced. Calling itself the Islamic State, in June the organisation declared the Caliphate (Fraser, Mango, McNamara, 2017).

As Marc Lynch (2016) remarked, “the failure of the Arab uprisings and the emergence of the Islamic State has revitalized a critique of Islamist movements which had fallen into disrepute”.

By the end of 2020, ISIS had lost these previously controlled territories in Iraq and Syria. Nevertheless, although ISIS can be currently deemed mostly defeated from a military point of view, its ideological ideas, key leaders, and thousands of fighters sustain the threat of potential re-establishment of the Islamic State in the Middle East. Thus, ISIS as such has yet to truly be defeated (Ianes, 2019).

In addition, radical – and often politically motivated – religious groups have become more and more visibly influential, especially by using information warfare (Zgryziewicz, Grzyb, Fahmy, Shaheen, 2015). R. Zgryziewicz has highlighted the following with regard to ISIS’s information war tactics:

Visuals, words, and actions have been effectively used for shaping the information environment. Daesh has adopted the strategy of creating its own version of the symbols that internationally recognised countries use, i.e. the flag, anthem, emblems, and organizational structure. These are intrinsic to Daesh’s communication strategy. The group advertises its good management practices, declarations of support from other organisations recognised within its community of support, as well as their operational successes. By highlighting its achievements and emphasizing its future plans, Daesh strives to inspire hope, excitement, and confidence in those people who are inclined to believe in them. To counter these ‘legitimising narratives’ it is important to observe how the group communicates, both internally and externally (Zgryziewicz, 2016).

In the past decades, religiously motivated fundamentalist (New, 2002) political movements and extremist terrorist organizations (e.g. ISIS, Al-Qaeda etc.) have become extremely influential in the Middle East. They have even been able to change both the regional and global security environment, making it more unstable, dangerous and explosive. To that end, they often use religion and religious narratives, phenomena and ideas, as tools for influencing their target audiences and, of course, as an instrument for achieving their political and ideological aims (Mölder, Sazonov, 2019).

The global context adds here its layers of meaning. In the following analysis the fundamentalist nature of Islam will be mostly separated from the external context. Nevertheless, it must be acknowledged that Islamic radicalism has certain obvious although not easily ascertainable links with the Western-Muslim politics. As much as peculiarly the form is concerned, the fundamentalist features can partly be attributed to the long-standing exposure of Muslim cultures to the globally and regionally dominating Western culture and economic as well as political ideologies. While there can be detected an impact emanating from this problematic relationship of the West and Islam which has shaped the radicalist form of the latter, this relationship has also significantly influenced the assumptions, conditions of existence and the possibility of success of the West in its policies in the Middle

East. To attend first the wider issues of this problematic Western-Muslim politics, they are perhaps best visible by way of looking at the aftermath of the Arab Spring. Indeed, keeping in mind Western expectations about democratisation of the region (even if in slow pace), its outcomes have been controversial. On the one hand, it saw the fall of autocratic leaders (e.g. in Tunisia, Egypt and Libya), but the ensuing chaos often paved the way not merely for a return to traditional roots but also, for the rise of Islamists (even if moderate, like the Muslim Brotherhood) (Rózsa et al., 2012). Thus, from the perspective of the West, the outcomes of the Arab Spring have been varied. Only the Tunisian example supports the argument of democracy being clearly on the winning side⁷, whereas some countries have witnessed the return of autocratic regimes (e.g. Egypt, where the army has once again assumed control), (Abdelsalam, 2015) while many others (e.g. Libya, Yemen, Syria) have devolved into civil war (Mushtaq, Afzal, 2017).

Such developments carry an implicitly discouraging message for the West. The modern Western approach entails two different aspects of legitimisation that both seem to be working against its success in the Middle East. First of all, in order to legitimise its activities in the Middle East, the West needs to justify these actions at home. With some notable exceptions, (Cohen-Almagor, 2018) most of the Western measures have been geared towards supporting democratisation, from the direct export of democracy, to conditional aid, or to the general advocacy for human rights. Thus far, this has been the only argument for legitimating these policies in the West in order to secure public support as well as financial backing from the parliaments. However, as the above mentioned events have demonstrated, this particular goal may be both positively and negatively detrimental to Western aspirations in the Middle East: positively detrimental in the sense that the impulse to seek popular legitimacy in the region may lead to unexpected consequences as locals may opt for returning to (however distorted version of) their traditional values, and negatively detrimental, as democracy is perceived by the locals as part and parcel of the Western way of life imposed on the region.

The imposition of Western values and way of life constitutes the second problematic aspect of legitimising the West's actions in the Middle East and has to do with the relatively long dominance of the Western civilisation over the Islamic World (i.e. the colonial past, effects of globalised capitalism, the legacies of the Cold War etc.). The consequences of these historical and a myriad of internal developments paved the way for the ruling regimes and sometimes, in turn, for the counter-movements that emerged as a result (e.g. in post-revolutionary Iran, Iraq, Afghanistan etc.). In this context, it is not surprising that the West has also gradually grown tired of sustaining its active efforts in the Middle East, especially considering that its interventions have not managed to bring peace to the region. In some cases, the outcomes may even seem antithetical and counterproductive.

In this context, one could also perceive the uneasiness that relates to the role of the West in the rise of ISIS. Indeed, by way of simplification, it could be argued that ISIS's emergence is itself partly a consequence of Western interventions in the Middle East and beyond. Furthermore, it is possible to draw a link between the 2003 Western intervention in Iraq, the consequent dismantling of Saddam Hussein's army and the rise of ISIS. While

⁷ In Tunisia, liberals and the moderate Islamic party cooperated in an emerging multi-party system (For more, see Natil, 2016).

this does not mean that the West should assume responsibility for ISIS's actions, an indirect relationship can hardly be denied⁸.

Despite high hopes, the toppling of Saddam Hussein's regime did not bring about peace. On the contrary – Iraq descended into civil war (incl. against the U.S. and its allies) that lasted for eight years. When the U.S. forces finally left Iraq in 2011, the situation in the country deteriorated, becoming even more unstable, eventually falling prey to another civil war. It was in this context that radical Islamists were successful in establishing a terrorist quasi-state – in the form of 'the Caliphate' under the name Islamic State of Iraq and Syria (ISIS) – in the territories seized from Syria and Iraq in 2014 (Bunzel, 2015). It must be borne in mind that in the Middle Eastern cultural space, religion is still very closely intertwined with politics, just as it was in ancient times (Mölder, Sazonov, 2016).

This enmeshment is prevalent to such an extent that they are often impossible to separate from one another. What is more, these theological systems can even be used by religious extremists to justify their crimes and violent (Selengut, 2003) methods (e.g. warfare, terrorism, deportations, intolerance towards other religious or ethnic groups), which they often utilise to achieve their political objectives (Mölder, Sazonov, 2019; Mölder, Sazonov 2021).

This begs the question: what is the underlying foundation of ISIS's programme in the radical religious-ideological context? In broad terms, it is the same as that of all Islamists – the Quran and the Sharia law are all-encompassing, conveying a holistic framework to make sense of the world (Mölder, Sazonov, 2016). However, it must be borne in mind that ISIS is also a Jihadist and fundamentalist radical Salafi⁹ movement that idealises the early medieval Muslim world of Prophet Muhammad, and strives to return to the early days of Islamism as their official credo. Essentially, ISIS's ideology comprises several universal and skilfully compiled narratives. Some of them are borrowed from the early Islamic traditions, others from modern extremism, radical Salafism (Qutbism), Wahhabism, as well as Arab nationalism, while also drawing on successful practices of Western PR campaigns. (Sazonov, 2014b).

Cole Bunzel, an American expert on Wahhabism, has analysed the ideology of ISIS by dividing its history into several clearly distinguishable periods or stages. According to Bunzel (Bunzel, 2015), the first stage was the genesis of the idea of ISIS "in what is called the Zarqawi prelude (2002–2006), the period of jihadism's initial rise in Iraq under the leadership of Abu Musab al-Zarqawi (1966-2006)". The second stage of ISIS's ideological development was the period of the Islamic State of Iraq (2006–2013), which Bunzel (2015) describes as "a largely failed attempt at state formation coinciding with jihadism's decline in the country". The next or third stage was the Islamic State of Iraq and Sham (2013–2014), "which saw the much-delayed success of the Islamic State idea in the group's expansion to Syria. The fourth is that of the Islamic State as the outright Caliphate (2014 – present)" (Bunzel, 2015).

What are ISIS's aims? ISIS wants to restore the Arab society to the early days of Islam, and as such, its main objective is to return to the roots of Islam, consequently rejecting all reforms and all innovation that have occurred within Islam and in Muslim religious customs and understandings. According to ISIS's views and understanding, all changes are bound

⁸ See e.g. (Jones et al., 2017). Even this, otherwise critical account, admits that 'ISIL did grow out of chaos that sprung from the US invasion of Iraq' (Hundal, 2015; Milne, 2015).

⁹ Not all Salafists can be considered radical and violent.

to corrupt the original and pure nature of the Islam of Muhammad's era. Thus, their goal is to promote the Wahhabist ideological approach that aims to restore the Caliphate of the 7th century. ISIS's leaders believe that this new Caliphate should be governed in accordance with Salafist doctrine and Sharia law¹⁰. Of course this official vision needs to be corrected to reality, since no actual return is really feasible, and even the idea of choosing the purest form of Islam is itself primarily a political decision.

2. SALAFISM AND WAHHABISM AS THE MAIN IDEOLOGICAL PILLARS OF ISIS

What are Salafism and Wahhabism? The ultraconservative Sunni Muslims are known as Salafi and they idealize the person of the Prophet Muhammad and the first caliphs who lived in the 7th century. The official goal of the Salafi is to return to the roots and origins of Islam – to a society, to the concepts and values of the early 7th century. The term “Salafism” is defined as “a school of thought which surfaced in the second half of the 19th century as a reaction to the spread of European ideas, seeking to expose the roots of modernity within Muslim civilization” (Mölder, Sazonov, 2019).

For ultraconservative Sunni Muslims, Prophet Muhammad's life and that of the first Caliphs, including all their words and deeds, constitute the fundamental basis for interpreting Islamic law and religious dogma. The ideologists of Salafi movements emphasize their desire to turn back the wheels of history, striving to establish a direct link with the life of Mohammad and his period. In this context, one of the most prevalent Salafi terms is *al-Wahhābiyya*, originated by Islamic preacher and a well-known scholar Muhammad ibn Abd al-Wahhab who was pressured by his opponents to denounce his teachings as mere personal opinion (Mölder, Sazonov 2019). The scholar al-Wahhab and his followers called themselves *al-Muwahhīdūn*, meaning “those who profess the unity of God” (Pink, 2010). In the 20th century this term has been appropriated by the followers of the Salafi, for example Sulaymān bin Saḥmān (Mölder, Sazonov, 2021).

ISIS has tried to build its ideological foundation on Salafism and Wahhabism, specifically a radical branch called Qutbism or Jihadist Salafism. However, Salafism itself, as a movement and ideology, does not automatically refer to radical Islamism or terrorist ideology. Owing to that, it should also be noted that as an ideology, Salafism does not constitute one uniform, extremist authority as has been depicted in the media after the 2001 terrorist attacks in New York and other terrorist acts in Madrid, Paris, Berlin and London etc. (Mölder, Sazonov, 2019).

Although there exist more ways to classify the object, this article distinguishes between three distinct branches within the Salafi movement. First, there is the non-violent and peaceful Purist branch of Salafism, seeking to promote mainly religious goals, ideas and Islamic education. The second branch of Salafi movements is known as Madkhalist Salafism, which is close to the Purists, mainly comprising the followers of Saudi Arabian Islamic scholar Rabee al-Madkhali¹¹. The Madkhalist Salafi support secular state-building

¹⁰ The ideology of the Islamic State of Iraq and the Levant. Wikipedia.

¹¹ Born in 1931 in Saudi Arabia, Rabee' Ibn Haadee 'Umayr al-Madkhalee is the head of the Sunnah Studies Department at the Islamic University of Madinah in Medina, Saudi Arabia. He is a famous Salafist scholar, and is considered to be the leader and founder of the Madkhali-Salafi movement.

in the Arab world, claiming that secular leaders have been granted a divine right to rule their countries (Mölder, Sazonov, 2021).

The third Salafi branch is the most populous branch of the Salafi movement, usually referred to as mainstream Salafism or political Salafism. It condemns violence, but contrary to the Purist and Madkhalist branches, they are quite actively engaged in the political processes in their home countries and societies (Mölder, Sazonov 2021).

Fourthly, the most infamous, but less popular branch of Salafism is Jihadism, a radical branch that is used by organizations such as ISIS and other Islamist terrorist organizations. This radical Salafi Jihadism has gathered strength, especially since the mid-1990s, using terrorism, sabotage, information war, cyber-attacks, violence, various means of hybrid warfare as their main instruments against secular regimes and governments, and also against non-Muslims, but also against Shia Muslims, whom they consider apostates (Mölder, Sazonov 2019, but against several Sunni Muslims too which do not support or follow the ideology of ISIS).

2.1. ISIS and QUTBISM

As mentioned above, Salafism has many different branches and movements, including some more or less moderate or radical movements, with different degrees of politicisation, etc. One of its radical branches is called Qutbism, and it has served as a major influence on the ideological foundations of the al-Qaeda organization, as well as ISIS and others.

Qutbism was named after its founder Sayyid Qutb (1906–1966), (Kepel, 2002, 30-32) one of the leaders of the Muslim Brotherhood in Egypt in the 1950–60s. As highlighted by Kepel “Qutb’s early inspiration had come from the Brothers – but at the end of his life, he was able to draw conclusions from their failures as well as their successes, and to confront the new situation created by the disappearance of colonialism and the rise of an independent state that was hostile to Islamist ideals” (Kepel, 2002).

According to Qutb, Islam is a comprehensive system of morality, law, and management, all governed by the principles of Sharia law. Qutb's main contribution to Islam is his 30-volume edition of commentaries to the Quran called “In the Shade of the Qur’ān”. Originally known as a secular and progressive scholar, Qutb turned to fundamentalist Islamism in the course of his studies in the United States during the late 1940s. Interestingly, although Qutb welcomed the “Free Officers” movement led by Gamal Abdel Nasser and their coup to overthrow the ruling Egyptian king Farouk in 1952, he soon fell into deep conflict with the new rulers, ultimately spending ten years (1954-1964) in prison where he wrote his famous political manifesto of Islamism “*Milestones*” (*Ma'alim fi-l-Tariq*). Two years later, in 1966, Qutb was executed by hanging (Mölder, Sazonov 2019, 22).

Sayyid Qutb’s younger brother Muhammad (1919-2014) was also a follower of Islamism and its ideological patterns, eventually moving to Saudi Arabia. He taught Islamic studies and his students included future radical terrorist al-Qaeda leaders such as Osama bin Laden and Ayman az-Zawahiri. It is worth mentioning that Muhammad Qutb's magnum opus “*Islam: The Misunderstood Religion*” (*Shubuhāt Hawla al-Islam*) is considered one of the foundational writings of the fundamentalist and radical path of Islamism that promotes Islamic moral superiority over the Western world as well as its ideas and values (Mölder, Sazonov 2021, 22).

Thus, in essence, ISIS draws heavily from the Qutbist branch of Salafism, using and promoting the ideas and views of such Islamist scholars and spokesmen as Sayyid Qutb, Abul A'la Maududi, Hassan al-Banna, etc. As described above, Qutbism is an extreme

Islamist ideology “that advocates violent jihad to establish governance according to sharia (Islamic law). It is believed to be the foundational ideology of today’s most dangerous violent Islamist groups, including al-Qaeda and ISIS”¹².

3. ISIS AND JIHADISM

One of the pillars of ISIS is Jihadism and for that reason we should begin by defining the term *jihad* (Kepel, 2002; Peterson, 2005), one of the many central and strong narratives that correspond to the mind-set of certain Muslims, especially those who are radicalised. According to Middle Eastern understandings, the term *jihad* (now mostly used to denote terrorism, radical Islamists or suicide attacks) is more or less equivalent to the Western concept of *ius ad bellum*, defining the circumstances of a just war. The famous Islamic scholar Ibn Khaldun (1322–1402) has discussed the terms of ‘just’ and ‘unjust’ wars in his major work *Muqaddimah* (“Introduction”) (Bahrani, 2008; Mölder, Sazonov, 2016).

Asma Afsaruddin, Professor of Arabic and Islamic studies, defines *Jihad* in the following manner:

Jihad. (Arabic: “struggle” or “effort”) also spelled *jehad*, in Islam, a meritorious struggle or effort. The exact meaning of the term **jihad** depends on context; it has often been erroneously translated in the West as ‘*holy war*’. *Jihad*, particularly in the religious and ethical realm, primarily refers to the human struggle to promote what is right and to prevent what is wrong. In the Qur’ān **jihad** is a term with multiple meanings. During the Meccan period (c. 610–622 CE), when the Prophet Muhammad received revelations of the Qur’ān at Mecca, the emphasis was on the internal dimension of *jihad*, termed **ṣabr**, which refers to the practice of “patient forbearance” by Muslims in the face of life’s vicissitudes and toward those who wish them harm. The Qur’ān also speaks of carrying out jihad by means of the Qur’ān against the pagan Meccans during the Meccan period (25:52), implying a verbal and discursive struggle against those who reject the message of Islam. In the Medinan period (622–632), during which Muhammad received Qur’ānic revelations at Medina, a new dimension of *jihad* emerged: fighting in self-defense against the aggression of the Meccan persecutors, termed **qital**. In the later literature – comprising Hadith, the record of the sayings and actions of the Prophet; mystical commentaries on the Qur’ān; and more general mystical and edifying writings – these two main dimensions of jihad, **ṣabr** and **qital**, were renamed **jihād al-nafs** (the internal, spiritual struggle against the lower self) and **jihād al-sayf** (the physical combat with the sword), respectively. They were also respectively called **al-jihād al-akbar** (the greater jihad) and **al-jihād al-asghar** (the lesser jihad) (Afsaruddin, sine anno).

The martyrs of Allah is one of the main ideas of *jihad*. This is well illustrated by following passage: “By He in whose hand my self is! I would like to fight in the way of Allah and be killed, then he brought to life again so I could be killed, and then be brought to life again so I could be killed” (Peters, 2005, 21).

¹² Qutbism. Counter Extremist Project, <https://www.counterextremism.com/threat/qutbism>; West Point: Combating Terrorism Center, Parameters: The U.S. Army War College Quarterly, p. 86.

Thus, Jihad (Rashid, 2002) is a broad term and does not always denote violent deeds and holy war against non-Muslims. Secondly, embedded deep in the ideological foundation of ISIS is radical Salafi Jihadist ideology, itself, in turn, based on

the violent exploitation of Salafist tenets and the strict interpretation of Islamic law, which is manifest in Sharia. The ideologues of the Islamic State seek to govern every aspect of their follower's life and base their actions on dogmas of the Quran and Hadiths that are shaped according to their understanding (Mölder, Sazonov, 2016).

It has been argued that Salafi Jihadists have taken the most extreme passages from the Quran (Holy Qu'ran 1993) and the Hadiths (Бертон, 2006) to justify violent and radical actions, in essence, abusing Islam. (Williams, 2015) The jihadists call on their supporters to start a religious war and in this they rely on modern ideologists but also on the Quran. For example, the Quran (9:29–30) says:

The Jews say, "Ezra is the son of Allah"; and the Christians say, "The Messiah is the son of Allah." That is their statement from their mouths; they imitate the saying of those who disbelieved [before them]. May Allah destroy them; how are they deluded? (Holy Qur'an 1993; Salama, 2018).

3.1. SALAFI JIHADISM

Salafi jihadism is a religious-political ideology which is based on the beliefs and ideas of jihadism and the ideological core of the Salafi movement. The term 'Salafist jihadist' was introduced by Gilles Kepel in 2002 with the aim of describing hybrid Islamist radical ideology which was developed in the 1980s by international Islamist fighters during the Soviet-Afghan War as jihad against the Soviet invasion (Livesey, 2005).

The ideology of the Islamic State propagated by ISIS, is based on Salafi jihadism, who consider jihad as its essential element. To illustrate their understanding of Jihad, the authors offer the following excerpt from a speech by one of the leaders of the Islamic State of Iraq, Abu Omar al-Baghdadi:

We believe that jihad in God's path is an individual obligation, from the fall of al-Andalus until the liberation of [all] Muslim lands, and [that it is an individual obligation] in the presence of a pious person or an impious person. And [we believe that] the greatest of sins after disbelief in God is barring from jihad in God's path at the time when it is an individual obligation. Ibn Hazm said: "No sin after disbelief in God is greater than the sin of forbidding jihad against the unbelievers and commanding the surrender of the Muslim's women to them on account of the sinfulness of a Muslim man whom others do not call to account for his sinfulness (Bunzel, 2015).

4. FUNDAMENTALISM AS A POLITICAL PHENOMENON

As indicated in the chapter on Salafism and Wahhabism, the Salafi ideology can be seen as a 19th century response to European influence on Islam. This idea deserves a more in-depth analysis as it provides an extra layer of backdrop for understanding the radical fundamentalist movements within Islam.

First of all, it would be expedient to outline in more detail the direct and indirect influence of European and Western culture on the emergence and development of Islamic fundamentalism and radicalism. The main pressures can be most explicitly seen in the form of European colonisation as the history of Western colonisation has hardly left any Muslim nation untouched (McDonnell, 2010). For consequences of the post-colonial choices in Sudan which may have side-lined moderate Islamic schools (see Massoud, 2018). While it is difficult to define Islamic fundamentalism as a straightforward response to the felt impacts of European pressure, this line of argument cannot be entirely cast aside either (Emerson, Hartman, 2006).

Indeed, this article approaches Islamic radicalism partly as a response of a traditional culture in danger of losing its roots and, in order to revitalize them, turning to its sources with the aim of establishing a strict set of rules. This strictness is meant to provide a feeling of security and thus, radicalisation can be seen as a way of overcoming the inner insecurity of a community or people. As such, fundamentalism could hardly be seen as a purely religious phenomenon. In essence, and in existential terms, it is much more political, seeking to condition individual thought and behaviour into following the 'right path' as prescribed by religious doctrine. Although nowadays, fundamentalism is primarily associated with Islam, it originally acquired its name from Christian fundamentalists in America where certain groups of immigrants felt endangered by the changing interpretation of the Bible¹³, with particularly strong opposition emerging against the German hermeneutical school of Bible interpretation. However, it is possible to pinpoint even earlier examples of Christian fundamentalism, such as early modern Calvinist regimes in Switzerland (e.g. in Geneva, Basel and Zürich) (Mansbach, 2006).

In this context, the changes brought on by modernity could be said to have prompted a fundamentalist response which focused on the rules of the right way of life. While ostensibly focusing on Christian theology, its actual effect was the establishment a radical theocratic regime that issued strict prescriptions on everything from food and clothing to schooling. In short, by interpreting the Bible as a straightforward prescription of righteous living, these regimes can be deemed fundamentalist and, in 20th century parlance, totalitarian.

Several fundamental differences notwithstanding, a similar basic pattern can also be observed with Islamic fundamentalism. A perceived, either real or imaginary, threat to a traditional way of life prompts a radical fundamentalist response that digs deep into the spiritual scriptures of a people, yet exemplifies a political rather than religious move to save the traditional way of life. When speaking about Islamic radicalism, we should always keep that political aspect in mind, and although it cannot be expected to explain everything, it brings the otherwise self-restricted phenomenon out of isolation and opens it up for a more practical interpretation.

5. RELIGIOUS NARRATIVES USED AS PROPGANDA TOOLS

To begin with, it is necessary to clarify a couple of things to truly understand the ideological foundations of Islamic religious fanaticism, and the concept of *jihad* (Bukay, 2007; Mölder, Sazonov, 2016) in the beginning of the 21st century and how it is used by

¹³ For insights into how Darwin's ideas of evolution were perceived by the 19th century American Protestant fundamentalists (see Trollinger, Trollinger, 2017).

ISIS from an ideological point of view. First of all, we should ask what constitutes the ideological basis of ISIS. The most important cornerstone of Islamist movements is, naturally, the Quran. In 1938, renowned Islamist theologian Hassan al-Banna (1906-1949) (Kepel, 2002), founder of the movement Muslim Brotherhood (Aboul-Eneim, 2013; Kepel, 2002), declared: “*Allah is our ideal. Prophet is our leader. Qur’ān is our law*” (Hirsi Ali, 2011; Mölder, Sazonov, 2016).

ISIS has utilised religious ideas and narratives for propaganda purposes. For example, in their propaganda video “Flames of War” (ISIS Releases Propaganda Video: Flames of War, 2014), where Jihadists speak about the Caliphate, disbelievers or non-believers (*kafir*), *Tawhid* (Arabic, ‘unification or oneness of Allah’), and *jihad*.

Essentially, all Islamic fundamentalists (Davidson, 1998) follow the same dogma. In 2014, the leaders of ISIS declared the Caliphate, headed by a Caliph, following the example of the medieval Islamist state established in the 7th century. The name – the Caliphate – was later appropriated by the Ottoman Empire, where the Sultans, rulers of that empire, also took the title of Caliphs. Today, this concept has been used once more, this time by ISIS. The Caliphate certainly seems to be a brand that is remarkably popular, while also being quite simple and easy to understand, and most importantly, readily available to use in propaganda videos (see e.g., ISIS Releases Propaganda Video: Flames of War, 2014) etc., not requiring a special public relations campaign. That seems to be the main reason why it has been appropriated by ISIS, very successful in conducting information warfare, as an influential propaganda weapon (Al-Tamimi, 2017).

Thus, ISIS has actively used the historical narrative of the Arab Caliphate, which historically existed from 632 to 1258, as its foundational as well as aspirational pillar. According to Holger Mölder (2019; 2021) “it claimed to have authority over the whole Muslim world, and through its affiliated organizations, as well as territories in the Middle East and North Africa controlled by the Islamic State”.

Many of ISIS’s ideological leaders and spokesmen claim that their main goal is the establishment of a pure and undistorted Islam of Muhammad’s era and the original Caliphs (Salafi views). However, this seems to be simply a useful tool for influencing people and attracting potential supporters to their ranks. Daesh propaganda, before and after its collapse. Countering violent extremism (2019).

ISIS has also used various controversial religious sayings, ideas and narratives from the Quran, often containing violent messages (ISIS Releases Propaganda Video: Flames of War, 2014). H. Hassan (2015) has pointed out that “ISIS depends heavily on what Muslim clerics consider isolated incidents described in sacred texts that it believes should not be followed as rules”. The authors agree with Hassan (2015) who has correctly remarked that “because ISIS bases its teachings on religious texts that mainstream Muslim clerics do not want to deal with head on, new recruits leave the camp feeling that they have stumbled on the true message of Islam”.

For example, Abu Omar al-Baghdadi¹⁴, one of the original leaders of the Islamic State of Iraq, similarly to other leaders of this organization, often quoted the Quran (Holy Qur’an, 1993) in his speeches (Bunzel, 2015), for example:

¹⁴ Abu Omar al-Baghdadi (1959–2010), born Hamid Dawud Muhammad Khalil al-Zawi, was the leader of the militant group Mujahideen Shura Council, who fought against the U.S. forces in the Iraq War. From 2006 to 2010 he served as the 1st emir of the Islamic State of Iraq.

Whoso judges not according to what God has revealed – they are the unbelievers (Quran 5:44).

The Satans inspire their friends to dispute with you; if you obey them, you are idolaters (Quran 6:121).

In addition, the authors further offer a selection of passages from the Quran (Holy Qur'an, 1993) which radical Islamists (e.g. ISIS, etc.) may use for their ideological and propaganda purposes, for justifying their actions and criminality (e.g. raping girls etc.) (Khanna, 2015; Esman, 2015; ISIS Propaganda Video: Flames of War, 2014)

Quran (2:191) – “Slay them wherever you find them and drive them out of the places whence they drove you out, for persecution is worse than slaughter”.

Quran (3:56) – “As to those who reject faith, I will punish them with terrible agony in this world and in the Hereafter, nor will they have anyone to help”.

Quran (2:19) – “Kill them wherever you find them. Drive them out of the places from which they drove you”.

Quran (8:12) – “I will cast terror into the hearts of those who disbelieve. Therefore strike off their heads and strike off every fingertip of them”.

Quran (3:151) – “Soon shall we cast terror into the hearts of the Unbelievers, for that they joined companions with Allah, for which He had sent no authority.”

Quran (48:29) – “Muhammad is the messenger of Allah. And those with him are hard (ruthless) against the disbelievers and merciful among themselves”.

These types of violent and extreme passages are often picked by ISIS from the Quran to justify their violent and radical actions. (ISIS Releases Propaganda Video: Flames of War, 2014).

This is supported by Afsaruddin's argumentation, claiming that

Islamist extremists have used the rubric of jihad to justify violent attacks against Muslims whom they accuse of apostasy. In contrast to such extremists, a number of modern and contemporary Muslim thinkers insist on a holistic reading of the Qur'ān, assigning great importance to the Qur'ān's restriction of military activity to self-defense in response to external aggression (Afsaruddin, sine anno).

The jihadists, on the other hand, call on their supporters to wage a religious war, referring to both modern ideologists but also to the Quran:

Fight those who do not believe in Allah or in the Last Day and who do not consider unlawful what Allah and His Messenger have made unlawful and who do not adopt the religion of truth from those who were given the Scripture – [fight] until they give the jizyah willingly while they are humbled (Qur'ān, 9:29-30) (Holy Qur'an 1993).

We know that Abu Bakr al-Baghdadi (McCants, 2015), the Caliph of the Islamic State of Iraq and the Levant (ISIL) from 2013 to 2019, studied theology and Islamic studies, and therefore knew very well how to effectively use such religious narratives for these purposes.

What is more, as his official title, he took the name – Abu Bakr – of the very first Caliph of the Arab Caliphate, Abu Bakr Abdullah ibn Uthman (632–634), the first legitimate successor of Prophet Muhammad and also Muhammad’s father-in-law. Abu Bakr al-Baghdadi purported himself as the leader of all Muslims and the vicar of Allah on Earth. Furthermore, as the Caliph, Abu Bakr al-Baghdadi also took the name Ibrahim, a common name among Muslims; however, it bears noting that Ibrahim is also the Arabic name of God’s messenger, the prophet Abraham. ISIS and its leaders claimed that their chosen leader, Caliph Ibrahim, was the founder of the new Caliphate or the man leading the restoration of the Caliphate as it was in 7th century, at the time of Muhammad and the first Caliph Abu Bakr. Furthermore, they maintained that only Abu Bakr al-Baghdadi is the legitimate successor of Prophet Muhammad and holds the true vision for the development and future of the Caliphate (Stern, Berger, 2016).

R. Zgryziewicz, an expert on ISIS’s information warfare, has pointed out:

In his first speech, the self-claimed Caliph, Abu Bakr al-Baghdadi, announced his plans to build a Muslim state and his expectations for re-establishing the Caliphate. The organization came up with a unique value proposition – the unification of the Muslim world in a newly declared state to experience the sacred benefits of as a part of the Ummah. By articulating these future benefits, Daesh was able to capture the attention and interest of specific target audiences. By June 2014, already 12,000 foreign fighters from 81 countries had joined in the fighting in Syria’s civil war (Zgryziewicz 2016).

The idea of establishing a pan-Arabic Caliphate is not new, dating back to the first Caliphs who ruled in the 7th century. The territory of the ISIS Caliphate or the Islamic State of Iraq and the Levant (ISIL), whose establishment was declared by their newly chosen leader Abu Bakr al-Baghdadi, was located in eastern parts of Syria and in western Iraq. Subsequently, ISIS strove to expand the territory of its Caliphate by trying to conquer the rest of Syria and Iraq, with a long-term plan to take control over Lebanon, Israel and Palestinian territory as well as invading Egypt and eventually expanding the Caliphate across the whole of North Africa and the Middle East, the Caucasus, with even the Balkans and Spain ultimately foreseen to come under Islamic rule (ISIS: Portrait of a Jihadi Terrorist Organization 2014). This idea, propagated by ISIS, of a ‘Caliphate’ to unify all Muslims, was of course a utopia, but it was successfully used as a narrative of an ‘ideal state of god on Earth’ mainly for propaganda purposes.

For propaganda purposes, ISIS also uses the name of God (Allah)¹⁵, which carries strong religious connotations. Their aim is to show that Allah supports jihadists and that they are his loyal warriors. For the same reason, it was decided that the flag of ISIS would be black, carrying the following text in the Arabic language: **La ‘ilaha ‘illa-llah** – “There is no God but God” (Prusher, 2014). This flag also includes a *shahada* (Islamic statement of faith), which corresponds to all Muslims of the world to *Umma*. In addition, it has also been pointed out that

around the edges is the white circle in the middle of the ISIS flag with three words inside it: “God Messenger Mohammed.” It’s an interesting choice of word order

¹⁵ For an example of how ISIS has used Allah’s name in their propaganda, see ISIS Releases Propaganda Video: Flames of War 2014.

given that the second part of the shahada is “and Mohammed is God’s messenger” (Prusher, 2014).

The black colour of the flag and adding the word ‘Allah’ to this flag, “merges two powerful narrative themes” (Zgryziewicz 2016, 99). Interestingly, Prophet Muhammed’s war banner was also black and thus, the flag of ISIS “refers to the origin of Islam and points to the future for believers by also representing the day of the final battle in Dabiq and resurrection” (Zgryziewicz 2016, 99).

In addition, ISIS has also used Islamic eschatology, the idea of the Day of Judgment, very forcefully, even by naming one of their online propaganda magazines “Dabiq”. According to Islamic eschatology, Dabiq¹⁶ is the settlement where ‘the Final Battle’ between believers and non-believers is to take place. And when the rule of Caliphate has been established globally, peace will come to all people in the world. As Zgryziewicz has correctly stated “The ‘Dabiq prophecy’ is end-of-days story that pits the forces of Islam against the Christian West”. In Islamic eschatology, as found in the Hadith, the area of Dabiq is mentioned as the place of some of the events of the Muslim *Malahim* (equivalent to the Christian idea of an apocalypse). Abu Hurayrah, a companion of Prophet Muhammad and one of the most prolific narrators of Hadith, reported that Muhammad once said:

The Last Hour would not come until the Romans land at al-A'maq or in Dabiq. An army consisting of the best of the people of the earth at that time will come from Medina [to defeat them] (Zgryziewicz 2016).

It should be noted that ISIS’s online magazine “Dabiq” promoted Jihadism, religious and political violence and genocide by using the name of God (Alhayat Media Center 2015; Alhayat Media Center 2015; Inside the ISIS propaganda machine, 2019). In addition, referring to the Day of Judgment was also an important and crucial element of ISIS’s communication strategy (Zgryziewicz, 2016).

6. ELEMENTS OF ARAB NATIONALISM AND XENOPHOBIA

The emergence of ISIS was also influenced by Saddam Hussein’s foreign policy (Sazonov, 2014b) of militant plans and military ventures that had negative consequences for Iraq, with the Iran – Iraq war of the 1980s as just one example.¹⁷ The Iran – Iraq (1980-1988) war lasted for eight years and devastated the whole region, being one of the bloodiest episodes in the long opposition and conflict between the Arabs and Persians that dates back to as early as the 7th century Arab conquests in the Middle East (Sazonov, 2012).

This lengthy and bloody war brought the relatively economically stable and quite wealthy state to its knees. Its adversary, Iran, several times larger and economically stronger, ultimately managed to weaken and demoralise the Iraqi army. The Arab nationalism that was at the time strongly promoted by Saddam Hussein and his followers (some of them later joining ISIS), who promoted xenophobia against the Kurds (specifically targeted by Saddam Hussein’s genocidal policies), Jews, Persians, and religious groups

¹⁶ Dabiq is a town in northern Syria, about 40 kilometres (25 mi) northeast of Aleppo and around 10 km (6.2 mi) south of Syria's border with Turkey. See more Patrikarakos, 2016.

¹⁷ For more on the Iran–Iraq war cf. (Fawcett, 2005; Karsh, 2010).

such as Yazidis, Christians and the Shia, was taken by ISIS as one of its foundational ideological tenets (Sazonov 2014a; Spencer, 2007; Stern, Berger, 2016).

Similarly to ISIS, Saddam's policies were largely founded on xenophobia and included the spreading of fear and threatening with deportation and terror, actively used against the citizens of Iraq. These kinds of nationalistic roots are clearly visible also in the case of ISIS. The hatred targeting Kurds or Yazidis, widespread among ISIS fighters, reflects partly the Arab nationalist views of Saddam Hussein and his xenophobic policy towards the Kurds, Yazidis etc. (Cheterian, 2019).

However, it must be borne in mind that the 'nationalism' of ISIS is not the same as was prevalent during Saddam Hussein's reign, mainly because this strand of Arab nationalism is heavily influenced by Salafism and other Islamist ideas. What is more, ISIS fighters come from all over the world and as a result, this organisation is also very international.

In 2007, the German newspaper "Frankfurter Allgemeine Zeitung" published an article about the legendary Middle Eastern rulers Saladin and Nebuchadnezzar II¹⁸ (ruled 605–562 BC) as role models, noting that Saddam's year of birth (1937) coincided with the estimated 800th anniversary of the birth of Saladin (ruled 1174–1193, born 1137 in Tikrit), the first sultan of Egypt and Syria, one of the most famous medieval rulers of the Arab world (Cf. Hermann, 2007; Sazonov, 2014b). When Saddam Hussein learned this, he undoubtedly used it to his advantage. It was also important for Saddam that he and Saladin both originated from Tikrit and, just like Saladin, Saddam wanted to unite the Arabs under his rule and to ultimately become as powerful and revered as Saladin once was. Saddam Hussein was also interested in ancient Mesopotamian kings – for example, brutal Neo-Assyrian king Sennacherib (Frahm, 1997) (ruled 704–681 BC), and Nebuchadnezzar II the most famous ruler of the Neo-Babylonian Empire, who deported Jews from Jerusalem in 587 BC – whose life experiences held plenty of lessons about regimes and establishing empires, and by using this historical knowledge, Saddam hoped to legitimize his power with their help. (Sazonov, 2014b) In a political biography of Saddam Hussein, author R. J. Updike highlights the following issues regarding Saddam's imperialistic views and his anti-Semitism:

The rulers of Mesopotamia were especially attractive for Saddam not only because of their remarkable position in the region but also because of their military advances in Palestine. Sennacherib ... the successor of Sargon II, invaded Palestine and, although he did not manage to conquer Jerusalem, he defeated some important cities in Judea and received a large impost from the king of Judah, Hezekiah. Where Sennacherib did not succeed, Nebuchadnezzar was a success: in 587 BC, after the uprising of the Jews in Palestine, he destroyed the kingdom of Judah and Jerusalem, including the Temple of Judah, and sent thousands of Jews to Babylon. Saddam often talked of this historic event and admitted that he would very much like to follow the example of the great Babylonian king (Apsdayk, 1999)¹⁹.

Similarly to Saddam, the leaders of ISIS strive to unite all Arabs under their rule, using the concept of the Caliphate, as well as Arab nationalist narratives and the nationalist

¹⁸ On Nebuchadnezzar II see (da Riva, 2008; da Riva, 2013; Sazonov, 2014a).

¹⁹ See also (Spencer 2007; Sazonov, 2014b).

sentiments of local people. It is reported that Saddam Hussein hated Jews and Iranians and he disliked the Kurds. In his youth, Saddam Hussein was strongly influenced by his uncle Khairallah Talfah, an extreme Arab nationalist and an official of the Iraqi Ba'ath Party, who took him into politics and later became Saddam's father-in-law (Sazonov, 2014a). In addition, Saddam and the Ba'ath party were also heavily influenced by the ideas of Pan-Arabism and the Arab nationalism of Gamal Abdel Nasser, long-time President of Egypt (1954–1970) (Jillani, 1991). Writing about former officers of Saddam's regime, Isabel Coles and Ned Parker have reported the following:

Saddam-era officers have been a powerful factor in the rise of Islamic State, in particular in the Sunni militant group's victories in Iraq last year. Islamic State then out-muscled the Sunni-dominated Ba'ath Party and absorbed thousands of its followers. The new recruits joined Saddam-era officers who already held key posts in Islamic State. The Ba'athists have strengthened the group's spy networks and battlefield tactics and are instrumental in the survival of its self-proclaimed Caliphate, according to interviews with dozens of people, including Ba'ath leaders, former intelligence and military officers (Cole, Parker, 2015).

According to some sources, at least over 100 former members of Saddam's military and intelligence officers are now actively involved in ISIS (Cole, Parker, 2015). What role have they played in ISIS? It has been reported that former officers of Saddam's regime helped to devise ISIS's military strategies, establishing its organization and discipline, while also integrating military operations with such terror tactics as suicide bombings, i.e. utilising the methods of hybrid warfare. It is also known that several of ISIS's leadership positions have been occupied by former members of the Ba'ath Party (Sly, 2015). In 2003, the last year of Saddam Hussein's reign, Iraq's security structures were already strongly influenced by Salafism, with many members of its intelligence services reported to have ties with radical Salafists (e.g. Samir Abd Muhammad al-Khelifawi aka Haji Bakr, previously a colonel in the Iraqi Intelligence Service, and later a senior leader of ISIL, heading its Military Council and leading its operations in Syria until being killed by Syrian rebels in January 2014) (Reuters, 2015). Before 2003, when the U.S. invaded Iraq, al-Khelifawi had been a colonel in the Iraqi Army, and had experience in working on weapons development and in the intelligence services of Saddam Hussein's Air Defence Corps at Habbaniya Air Base in Iraq. According to the same sources (i.e. Iraqi journalist Hisham al-Hashimi), Haji Bakr was "a nationalist, not an Islamist" (Reuters, 2015). Thus, one of the creators and leaders of ISIS was an Arab nationalist and a colonel in Saddam's army.

In conclusion, it can be surmised that ISIS has some connections with the Arab nationalist legacy of Saddam's regime and we know that many former high-ranking officers of Saddam's army, prominent members of Iraq's ruling Ba'ath Party, have later played significant and in some cases even key roles in ISIS. We also know that many of them were Arab nationalists, at least during the period of Saddam Hussein's reign. Did their views change? It could be argued that in ISIS, there seems to exist some kind of mixture, a hybrid ideology and a Ba'athist-Salafist nexus. Undoubtedly, the so-called Islamic State is effectively trying to introduce radical Salafist doctrine to mobilize its followers and also to recruit fighters from outside of Iraq and Levant. However, it is important to stress that ISIS does not rely only on the Salafi Jihadist doctrine, because ISIS is also at least partly controlled by former Ba'athist Iraqi officers that are mostly represented ideologically by

Saddam era Arab nationalists who played a critical role in the establishment and leadership of ISIS (Natali, 2015).

7. CONCLUSION

ISIS's ideological core or foundational tenets are not based on purely religious narratives and motives. The Quran and Hadiths, Sharia law as well as radical and conservative Islamic views and understandings (e.g. radical Salafism, Wahhabism, and Salafi Jihadism) are not the only ideological pillars of ISIS; instead, their leaders, spokesmen and propagandists have selectively used violent and radical interpretations of sacred Islamic texts to justify their crimes, violence and genocide conducted against religious and ethnic minorities primarily in Syria and Iraq.

This is related to another essential core element of ISIS's ideology – Arab nationalism and xenophobia. However, although Arab nationalism is not strongly promoted by ISIS, it is still discernible in their approach via xenophobia and genocide of religious and ethnic groups. What is more, some prominent founders and leaders of ISIS, such as Haji Bakr, formerly served in the Iraq armed forces under Saddam Hussein, whose underlying ideology was primarily nationalist, not Islamist. Although we did not research the issue and roots of the elements of Arab nationalism in ISIS' ideology, it seems that this variation of Arab nationalism is partially a legacy of Saddam Hussein's regime whose despotic and brutal rule was extremely xenophobic towards many religious and ethnic groups in Iraq and beyond (e.g., Iranians, Yazidis, Kurds etc.). As reported, a large number of former members of the Iraqi Ba'ath Party and high-ranking army officers later joined ISIS, not to mention the fact that they participated in creating and in leading this terrorist organization. Therefore, it should not be a surprise that they incorporated, at least partially, their Arab nationalist and xenophobic views, ideas and understandings in the core ideology of ISIS.

Finally, the historical inter-cultural dimension bears emphasising as well. Islamic radicalism and fundamentalism cannot be properly understood without looking at these developments in the wider context of social, political and cultural pressures. In that regard, although it takes quite grotesque forms, Islamic radicalism also carries an element of political protection of their traditional way of life.

REFERENCES

- Abdelsalam, E. (2015). *The Arab Spring: Its Origins, Evolution and Consequences... four years on. "Intellectual Discourse"*, Vol. 23(1).
- Aboul-Eneim, Y. (2013). *Al Ikhwan al Muslimism: The Muslim brotherhood. "Military Review"*, Vol 3.
- Afsaruddin, A. *Jihad*. (sine anno) [In:] *Encyclopaedia Britannica* [Access: 16.2.2021]. Access on the internet: <https://www.britannica.com/topic/jihad>
- Al-Tamimi, A. (2017). *The Myth of ISIS's Strategic Brilliance. "The Atlantic"*, 20 July 2017 [Access: 22.2.2020]. Access on the internet: <https://www.theatlantic.com/international/archive/2017/07/isis-defeat-plan/534330/>
- Apdayk, R. Dzh. (1999). *Saddam Khuseyn: politicheskaya biografiya*. Rostov-na-Donu: Feniks.
- Bahrani, Z. (2008). *Rituals of War. The Body of Violence in Mesopotamia*. New York: Zone Books.
- Berton, D. (2006). *Musul'manskoye predaniye: vvedeniye v khadisovedeniye*. Moskva-Sankt-Peterburg: Dilya.

- Bunzel, C. (2015). *From Paper State to Caliphate: The Ideology of the Islamic State*. "The Brookings Project on U.S. Relations with the Islamic World. Analysis Paper No. 19, March 2015 [Access: 22.2.2020]. Access on the internet: <https://www.brookings.edu/wp-content/uploads/2016/06/The-ideology-of-the-Islamic-State.pdf>
- Burke, J. (2015). *The New Threat from Islamic Militancy*. The Bodley Head, London.
- Cheterian, V. (2019). *ISIS genocide against the Yazidis and mass violence in the Middle East*. "British Journal of Middle Eastern Studies", Vol. 46.
- Cohen-Almagor, R. (2018). US-Saudi Arabia Relations: Business as Usual? "Extraordinary and Plenipotentiary Diplomatist", Vol. 6(10), October [Access: 22.2.2020]. Access on the internet: <https://diplomatist.com/globalcenterstage/article20181029.html>
- Cole, I., Parker, N. (2015). *How Saddam's men help Islamic State rule*. "Reuters", 11 December 2015 [Access: 1.2.2020]. Access on the internet: <https://www.reuters.com/investigates/special-report/mideast-crisis-iraq-islamicstate/>
- da Riva, R. (2008). *The Neo-Babylonian Royal Inscriptions. An Introduction*. Guides to the Mesopotamian Textual Record. Vol. 4. Münster: Ugarit-Verlag.
- da Riva, R. (2013). *Nebuchadnezzar II's Prism (EK 7834): A New Edition*. "Zeitschrift für Assyriologie", Vol 103(2).
- Daesh propaganda, before and after its collapse. Countering violent extremism* (2019). NATO Strategic Communications Centre of Excellence, Riga [Access: 22.2.2020]. Access on the internet: <https://stratcomcoe.org/download/file/fid/80922>
- Danahar, P. (2014). *The Middle East. The World after the Arab Spring*. London–New Delhi–New York–Sydney: Bloomsbury.
- Davidson, L. (1998). *Islamic Fundamentalism*. Westport, Connecticut: Greenwood Press.
- Emerson, M. O., Hartman, D. (2006). *The Rise of Religious Fundamentalism*. "Annual Review of Sociology". Vol. 32 (2006).
- Esman, A. R. (2015). *ISIS Rapes Women toward Allah*. "The Investigation Project on Terrorists". 23 October 2015 [Access: 22.2.2020]. Access on the internet: <https://www.investigativeproject.org/5013/isis-rapes-women-toward-allah>
- Fadel, M. (2019). *Ideas, Ideology, and the Roots of the Islamic State*. "Critical Review. A Journal of Politics and Society", Vol. 31(1).
- Fawcett, L. (2005). *International relations of the Middle East*. Oxford-New York: Oxford University Press.
- Frahm, E. (1997). *Einleitung in Sanherib-Inschriften*. Selbstverlag des Instituts für Orientalistik der Universität Wien. Horn: F. Berger & Söhne G.m.b.H.
- Fraser, T. G., Mango, A., McNamara, R. (2017). *Making the Modern Middle East*. London: Gingko.
- Hassan, H. (2015). *The secret world of Isis training camps – ruled by sacred texts and the sword*. "The Guardian", 25 January 2015 [Access: 1.12.2020]. Access on the internet: <https://www.theguardian.com/world/2015/jan/25/inside-isis-training-camps>
- Hermann, R. (2007). *Saladin und Nebukadnezar als Vorbild*. "Frankfurter Allgemeine Zeitung", 2 January 2007 [Access: 7.10.2020]. Access on the internet: <https://www.faz.net/aktuell/politik/ausland/saddam-husseins-saladin-und-nebukadnezar-als-vorbild-1385362.html>
- Hirsi Ali, A. (2011). *The Quran Is Our Law; Jihad Is Our Way*. "The Wall Street Journal, Opinion", 11 February 2011 [Access: 27.10.2020]. Access on the internet: <https://www.wsj.com/articles/SB10001424052748704132204576136590964621006>

- Holy Qur'an (1993). *Translated by M. H. Shakir*. Qum, Islamic Republic of Iran: Ansariyan Publications P.O.B. 37185/187.
- Hübsch, H. (2001). *Fanatische Krieger im Namen Allahs: die Wurzeln des islamischen Terrors*. Die Deutsche Bibliothek. München: Heinrich Hugendubel Verlag.
- Hundal, S. (2015). *ISIL's terrorism is not a reaction to Western foreign policy*. "Quartz", November 18 [Access: 20.2.2021]. Access on the internet: <https://qz.com/553733/isils-terrorism-is-not-a-reaction-to-western-foreign-policy/>
- Ianes, E. (2019). *ISIS has been waiting for this very moment as Trump-fueled chaos in Syria helps it regroup*. "Business Insider", 15 October 2019, [Access: 22.10.2020]. Access on the internet: <https://www.businessinsider.com/isis-could-regroup-amid-trump-fueled-chaos-in-syria-2019-10>
- Inside the ISIS propaganda machine* (2019). "CBS News", 25 November 2019 [Access: 6.10.2020]. Access on the internet: <https://www.youtube.com/watch?v=2rOVBTqN9XI>
- ISIS Releases Propaganda Video: Flames of War* (2014). "The Rubin Report", 17 September 2014 [Access: 6.10.2020]. Access on the internet: <https://www.youtube.com/watch?v=jAoH0Xr5a8c>
- Jillani, A. (1991). *Inside the ISIS propaganda machine. Nasser, Saddam and Pan-Arabism*. – "Pakistan Horizon" No. 2, Vol. 44.
- Jones, S. G., Dobbins, J., Byman, D., Chivvis, C. S., Connable, B., Martini, J., Robinson, E., Chandler, N. (2017). *Rolling Back the Islamic State*. RAND report [Access: 20.2.2021]. Access on the internet: https://www.rand.org/pubs/research_reports/RR1912.html.
- Karsh, E. (2010). *Iraani-Iraagi sōda 1980–1988*, Tallinn: Koolibri.
- Kepel, G. (2002). *Jihad. The Trail of Political Islam*. The Belknap Press of Harvard University Press. Cambridge, Massachusetts.
- Kepel, G. (2006). *Jihad: The Trail of Political Islam*. London: I. B. Tauris.
- Khanna, T. (2015). *Islamic State militant rapes 12-year-old girl, uses Quran to justify it*. "Zeenews", 14 August 2015 [Access: 17.05.2020]. Access on the internet: <https://zeenews.india.com/news/world/islamic-state-militant-rapes-12-year-old-girl-uses-quran-to-justify-it1647059.html>
- Kracauer, S. (1953). *The Challenge of Qualitative Content Analysis*. "The Public Opinion Quarterly", Vol. 16, No. 4.
- Kuckartz, U. (2014). *Qualitative Text Analysis: A Guide to Methods. Practice & Using Software*. London: Sage Publications.
- Livesey, B. (2005). *The Salafist Movements*. "Frontline" [Access: 11.05.2020]. Access on the internet: <https://www.pbs.org/wgbh/pages/frontline/shows/front/special/sala.html>
- Lynch, M. (2016). *The New Arab Wars. Uprisings and Anarchy in the Middle East*, Public Affairs, New York.
- Mansbach, R. (2006). *Calvinism as a Precedent for Islamic Radicalism*. "The Brown Journal of World Affairs", Winter/Spring 2006, 12 (2).
- Martin, R. C., Barzegar, A. (eds.) (2010). *Islamism, Contested Perspectives on Political Islam*. Stanford University Press. Stanford, California.
- Massoud, M. F. (2018). *How an Islamic State Rejected Islamic Law*. "The American Journal of Comparative Law", Vol. 66, Issue 3, September 2018.
- McCants, W. (2015). *The Believer: How an Introvert with a Passion for Religion and Soccer Became Abu Bakr al-Baghdadi, the Leader of the Islamic State*, Brookings Institution,

- September 1, 2015 [Access: 6.110.2020]. Access on the internet: <http://csweb.brookings.edu/content/research/essays/2015/thebeliever.html>
- McDonnell, T. M. (2010). *The West's Colonization of Muslim Land and the Rise of Islamic Fundamentalism in The United States, International Law, and the Struggle Against Terrorism*, [Access: 6.10.2020]. Access on the internet: <http://digitalcommons.pace.edu/lawfaculty/833/>
- Milne, S. (2015). *Now the truth emerges: how the US fuelled the rise of Isis in Syria and Iraq*. "The Guardian", June 3 [Access: 20.2.2021]. Access on the internet: <https://www.theguardian.com/commentisfree/2015/jun/03/us-isis-syria-iraq>.
- Milton, D. (2018). *Pulling Back the Curtain: An Inside Look at the Islamic State's Media Organization*. West Point, NY: Combating Terrorism Center.
- Mölder, H. (2019). *The Islamic State, Clash of Civilizations and Their Impact on the Development of Contemporary International Relations*. [In:] Sazonov, V., Mölder, H., Espak, P. (eds.). *Cultural Crossroads in the Middle East: The Historical, Cultural and Political Legacy of Intercultural Dialogue and Conflict from the Ancient Near East to the Present Day*. Tartu: University of Tartu Press.
- Mölder, H. (2021). *The Islamic State, Clash of Civilizations and Their Impact on the Development of Contemporary International Relations*. [In:] Sazonov, V., Mölder, H., Espak, P., Saumets, A. (eds.). *Cultural Crossroads in the Middle East The Historical, Cultural and Political Legacy of Intercultural Dialogue and Conflict from the Ancient Near East to the Present Day*. Second revised and expanded edition. Studia Orientalia Tartuensia, Series Nova VIII Tartu: University of Tartu Press.
- Mölder, H., Sazonov, V. (2016). *Sõjateoloogia ilmingud Lähis-Idas Da'ishi näitel: kas religioosne liikumine või poliitilis-sõjaline organisatsioon? "Sõjateadlane" 2016/3*.
- Mölder, H., Sazonov, V. (2019). *The Development of Intercultural Dialogue in the Middle East: Contemporary Ideological-Religious Conflicts and their Historical Roots* [In:] Sazonov, V., Mölder, H., Espak, P. (eds.) *Cultural Crossroads in the Middle East: Historical, Cultural and Political Legacy of Intercultural Dialogue and Conflict from Ancient Near East to Present Days*. Studia Orientalia Tartuensia, Series Nova VIII, Tartu: University of Tartu Press.
- Mölder, H., Sazonov, V. (2021). *The Development of Intercultural Dialogue in the Middle East: Contemporary Ideological-Religious Conflicts and their Historical Roots* [In:] Sazonov, V., Mölder, H., Espak, P. (eds.) *Cultural Crossroads in the Middle East: Historical, Cultural and Political Legacy of Intercultural Dialogue and Conflict from Ancient Near East to Present Days*. Second revised and expanded edition. Studia Orientalia Tartuensia, Series Nova VIII, Tartu: University of Tartu Press.
- Mushtaq, A. Q., Afzal, M. 2017. *Arab Spring: Its Causes and Consequences*. "Journal of the Punjab University Historical Society", Vol. 30(1).
- Natali, D. (2015). *The Islamic State's Baathist roots*. "Al-Monitor", 24 April 2015 [Access: 21.12.2020]. Access on the internet: <https://www.al-monitor.com/pulse/fa/originals/2015/04/baathists-behind-the-islamic-state.html>
- New, D. S. (2002). *Holy War. The Rise of Militant Christian, Jewish and Islamic Fundamentalism*. Jefferson, North Carolina; London: McFarland & Company.
- Patrikarakos, D. (2016). *Apocalypse or Bust: The Battle for Dabiq*. "Radio Free Europe", 9 October 2019 [Access: 21.12.2020]. Access on the internet: <https://www.rferl.org/a/tracking-islamic-state-dabiq-battle-apocalypticism/28040703.html>

- Peters, R. (2005). *Jihad in classical and modern Islam. A Reader. Updated Edition with a Section on Jihad in 21st century*, Markus Wiener Publishers, Princeton.
- Peterson, Ü. (2005). *Džihaadi kontseptsiooni kujunemine Koraanis*. Master thesis, University of Tartu.
- Peterson, Ü. (2016). *Süüria kodusõjani viinud sündmustest islami-maailmas ja eriti Süürias*. "Akadeemia", 12.
- Pink, J. (2010). *Tradition and Ideology in Contemporary Sunnite Qur'ānic Exegesis: Qur'ānic Commentaries from the Arab World, Turkey and Indonesia and their Interpretation of Q 5:51*. "Die Welt des Islams, Vol 50(1).
- Rashid, A. (2002). *Jihad. The Rise of Militant Islam in Central Asia*. A World Policy Institute Book, Yale University Press, New Haven&London.
- Reuters, Ch. 2015. *Secret Files Reveal the Structure of Islamic State*. „Spiegel Online”, April 18 [Access: 2.3.2021]. Access on the internet <https://www.spiegel.de/international/world/islamic-state-files-show-structure-of-islamist-terror-group-a-1029274.html>
- Roy, O. (2008). *The Politics of Chaos in the Middle East*. New York: Columbia University Press.
- Rózsa, N. et al. (2012). *The Arab Spring Its Impact on the Region and on the Middle East Conference. Middle East Conference. "Academic Peace Orchestra Middle East (APOME). Policy Brief for The Middle East Conference on a WMD/DVs Free Zone"* No 9/10, August [Access: 2.3.2021]. Access on the internet: <http://library.fes.de/pdf-files/iez/09609.pdf>
- Rubin, B. M. (ed.) (2009). *Guide to Islamist Movements*. New York, London: M.E. Sharpe, Amonk.
- Sazonov, V. (2012). *Vanad rivaalid*. „Postimees”, 6 February 2012 [Access: 21.12.2020]. Access on the internet: <https://arvamus.postimees.ee/729494/vladimir-sazonov-vanad-rivaalid>
- Sazonov, V. (2014a). *Nebukadnetsarit järgides: Saddam Hussein ja muistsed Lähis-Ida despoovid*. – "Idakiri. Eesti Akadeemilise Orientaalseltsi aastaraamat".
- Sazonov, V. (2014b). *Outbreaks of Islamism in Iraq – the Rebirth of the Caliphate? "Diplomaatia"*, 22 September 2014 [Access: 21.11.2019]. Access on the internet: <https://icds.ee/outbreaks-of-islamism-in-iraq-the-rebirth-of-the-caliphate>.
- Sazonov, V., Ploom, I. (2019). *Insights Into the Ideological Core and Political Pillars of ISIS*. "Sõjateadlane" 13.
- Selengut, C. (2003). *Sacred Fury: Understanding Religious Violence*. Walnut Creek, CA: AltaMira Press.
- Sly, L. (2015). *How Saddam Hussein's former military officers and spies are controlling Isis*. "The Independent", 5 April 2015 [Access: 21.12.2020]. Access on the internet: <https://www.independent.co.uk/news/world/middle-east/how-saddam-husseins-former-military-officers-and-spies-are-controlling-isis-10156610.html>
- Spencer, W. J. (2007). *The Middle East. Global Studies*. Dubuque: A Division of the McGraw-Hill Companies.
- Stern, J., Berger, J. M. (2016). *ISIS. Terrori riik*. Imeline Ajalugu, Imeline Teadus, AS Äripäev, Tallinn.
- The ideology of the Islamic State of Iraq and the Levant*. Wikipedia, [Access: 21.12.2020]. Access on the internet: https://en.wikipedia.org/wiki/Ideology_of_the_Islamic_State_of_Iraq_and_the_Levant#cite_note-42
- Todenhöfer, J. (2016). *Ten Days in the Islamic State. My Journey into the Heart of Terror*. Vancouver/Berkeley: Greystone Books.

- Trollinger, S. L., Trollinger, W. V. (2017). *The Bible and Creationism*. "English Faculty Publications" [Access: 21.12.2020]. Access on the internet: http://ecommons.udayton.edu/eng_fac_pub/105
- William, J. (2015). *How ISIS uses and abuses Islam*. „Vox“, 18.11.2015 [Access: 21.12.2020]. Access on the internet: <https://www.vox.com/2015/11/18/9755478/isis-islam>
- Zgryziewicz, R. (2016). *Daesh Strategic Communications* [In:] Kudors, A., Pabriks, A. (eds.). *The War in Syria: Lessons for the West*. The Centre for East European Policy Studies. Rīga: University of Latvia Press.
- Zgryziewicz, R., Grzyb, T., Fahmy, Sh., Shaheen J. (2015). *Daesh information campaign and its influence*, NATO Strategic Communications Centre of Excellence, Riga, 8 January 2016.

DOI: 10.7862/rz.2021.mmr.06

The text was submitted to the editorial office: February 2021.

The text was accepted for publication: March 2021.

ADDITIONAL INFORMATION

The Journal annually publishes a list of reviewers: in the last issue of the quarterly - No. 4(2021) and on the website:

<http://oficyna.prz.edu.pl/pl/zeszyty-naukowe/modern-management-review/>
<http://mmr.prz.edu.pl/pl/recenzenci-wspolpracujacy/>

Previous name of the Journal: *Zarządzanie i Marketing*, ISSN 1234-3706

<http://oficyna.prz.edu.pl/pl/zeszyty-naukowe/zarzadzanie-i-mar/>
<http://mmr.prz.edu.pl>

The Journal uses as described on its website the procedure for reviewing:

<http://oficyna.prz.edu.pl/pl/zasady-recenzowania/>
<http://mmr.prz.edu.pl/pl/dla-recenzentow/>

Information for authors available at:

<http://oficyna.prz.edu.pl/pl/informacje-dla-autorow/>
<http://mmr.prz.edu.pl/pl/dla-autorow/>

Review's form available at:

<http://oficyna.prz.edu.pl/pl/zeszyty-naukowe/modern-management-review/>
<http://mmr.prz.edu.pl/pl/dla-recenzentow/>

Instruction for Authors:

<http://oficyna.prz.edu.pl/pl/instrukcja-dla-autorow/>
<http://mmr.prz.edu.pl/pl/dla-autorow/>

Contact details to Editorial Office available at:

<http://oficyna.prz.edu.pl/pl/zeszyty-naukowe/modern-management-review/>
<http://mmr.prz.edu.pl/pl/redakcja-mmr/>

Electronic version of the published articles available at:

<http://oficyna.prz.edu.pl/pl/zeszyty-naukowe/modern-management-review/>
<http://mmr.prz.edu.pl/pl/wersja-elektroniczna/>

Reviewing standards, information for authors, the review form, instruction for authors and contact details to MMR Editors and to Publishing House are also published in the fourth number of *Modern Management Review*, Vol. 26, No. 4(2021).

