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**The Role of Professional and Business Associations in Development  
of Civil Society in Russia**

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## Abstract

It is generally assumed that the activities of associations based on voluntary membership not only are multi-faceted, but simultaneously contribute to societal, economic, and political spheres. This dissertation draws on an integrated theoretical framework of functions of nonprofit organizations, and then studies the composition of roles that professional and business associations (PBAs) play in Russia's transition to market economy. Moreover, a theoretical framework of environmental embeddedness of nonprofit organizations is applied to examine the forces that drive, as well as hinder, fulfillment of their missions. This study focuses on examination of the relative importance of the advocacy, community building, and service delivery functions fulfilled by business associations, intermediary unions, and liberal professional societies. Moreover, governance, public and political, and socio-economic factors are investigated to determine whether they drive or hinder successful achievement of PBAs' missions. The original empirical data, collected qualitatively from fifteen leading experts on associational activities, is triangulated with quantitative evaluations from 215 associations across Russia. Such an approach allows better interpretation both of the multiplicity of roles played by different types of associations, and of the forces driving and hindering their activities in a country in transition. The results show that the prevailing majority of the examined professional and business associations are multi-functional, simultaneously performing all three major functions. Advocacy is considered the most important function for all types of associations. The governance factors are deemed major drivers of accomplishment of associational missions, while public and political factors are regarded as an obstacle, undermining the potential of PBAs. The findings suggest that even though professional and business associations are not yet granted the status of an equal partner of the state, they manage to build constructive relations with the government by combining policy and public advocacy and relying on bonding community building activities. This study highlights the expressive, rather than service-oriented, character of organized civil society in Russia.

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Es wird allgemein davon ausgegangen, dass die Aktivitäten von auf freiwilliger Mitgliedschaft basierenden Verbänden nicht nur facettenreich sind, sondern gleichzeitig zu gesellschaftlichen, wirtschaftlichen und politischen Bereichen beitragen. In erster Linie wird in dieser Dissertation, Bezug nehmend auf den integrierten theoretischen Rahmen der Funktionen von Nonprofit-Organisationen, die Zusammensetzung der Rollen untersucht, die Berufs- und Unternehmensverbände (*professional and business associations, PBAs*) in Russland im Übergang zur Marktökonomie spielen. Darüber hinaus wird der theoretische Rahmen der *environmental embeddedness* von Nonprofit-Organisationen angewandt, um jene Faktoren zu untersuchen, die zur Erfüllung ihrer Missionen beitragen bzw. sie verhindern. Die Studie fokussiert auf die Untersuchung der relativen Bedeutung der Funktionen Interessenvertretung, Gemeinschaftsbildung und Dienstleistung, die von Wirtschaftsverbänden, Vermittlungsvereinigungen und liberalen Fachgesellschaften erfüllt werden. Außerdem wurden Governance-Faktoren, öffentliche und politische sowie sozioökonomische Faktoren in Hinblick auf ihre förderliche oder behindernde Wirkung auf die erfolgreiche Erreichung der Missionen von PBAs untersucht. Die empirische Basis der Studie besteht aus Fünfzehn mit führenden Experten

für Verbandsaktivitäten geführten qualitativen Interviews, die durch quantitative Analysen der Daten von 215 Verbänden in ganz Russland ergänzt wurden. Diese Vorgangsweise ermöglicht eine bessere Interpretation der Vielfalt an Rollen, die verschiedene Arten von Verbänden spielen sowie der Faktoren, die deren Tätigkeiten in einem Land im wirtschaftlichen Übergang fördern oder behindern. Die Ergebnisse zeigen, dass die überwiegende Mehrheit der untersuchten Berufs- und Unternehmensverbände multifunktional ist und gleichzeitig zur Erfüllung aller drei Hauptfunktionen beiträgt. Interessenvertretung gilt als die wichtigste Funktion für alle Arten von Verbänden. Governance-Faktoren wurden als wichtiger Motor für die erfolgreiche Erfüllung der Mission von PBAs genannt, während öffentliche und politische Faktoren eher als Hindernis betrachtet werden, welches das Potenzial der PBAs untergräbt. Die Ergebnisse deuten darauf hin, dass es professionellen und Unternehmensverbänden gelingt, obwohl sie noch nicht zu einem gleichberechtigten Partner des Staates geworden sind, konstruktive Beziehungen mit der Regierung aufzubauen, etwa durch die Kombination von *public* und *policy advocacy* oder unter Berufung auf *bonding* gemeinschaftsbildende Aktivitäten. Diese Studie unterstreicht den expressiven statt dienstleistungsorientierten Charakter der organisierten Zivilgesellschaft in Russland.

## Table of Contents

Abstract .....	2
List of Tables.....	7
List of Figures .....	7
List of Abbreviations.....	9
<b>1 Introduction.....</b>	<b>10</b>
<b>1.1. Introductory remarks.....</b>	<b>10</b>
<b>1.2. Problem statement.....</b>	<b>13</b>
<b>1.3. Aim of study and research questions .....</b>	<b>16</b>
<b>1.4. Structure of dissertation .....</b>	<b>16</b>
<b>2 Theoretical framework.....</b>	<b>17</b>
<b>2.1 Mutual benefit organizations as subject of nonprofit studies.....</b>	<b>17</b>
<b>2.1.1 Defining characteristics of nonprofit organizations .....</b>	<b>18</b>
<b>2.1.2 Salient features of associations as nonprofit organizations .....</b>	<b>19</b>
<b>2.1.3 Categorizing associations by purpose and membership .....</b>	<b>20</b>
<b>2.1.4 The pluralistic value of associations .....</b>	<b>20</b>
<b>2.1.4.1 Societal perspective: enhancing democracy .....</b>	<b>21</b>
<b>2.1.4.2 Organizational field perspective: self-regulation and innovations.....</b>	<b>22</b>
<b>2.1.4.3 Individual perspective: intrinsic satisfaction .....</b>	<b>23</b>
<b>2.2 Functions of nonprofit organizations in the literature .....</b>	<b>24</b>
<b>2.2.1 NPO’s functions from a single-context perspective.....</b>	<b>25</b>
<b>2.2.2 NPO’s functions from a multiple-context perspective .....</b>	<b>27</b>
<b>2.2.3 Revised overview of NPO’s functions in the literature .....</b>	<b>28</b>
<b>2.3 Integrative framework of NPO’s functions .....</b>	<b>31</b>
<b>2.3.1 Macro level: functional environments of NPOs.....</b>	<b>32</b>
<b>2.3.2 Meso-level: key functions of NPOs .....</b>	<b>33</b>
<b>2.4 NPOs’ embeddedness in the environment.....</b>	<b>36</b>
<b>2.4.1 Professional and business associations as products of their institutional environment .....</b>	<b>38</b>
<b>2.4.1.1 Type of the emerged state regime: between autocracy and democracy .....</b>	<b>41</b>
<b>2.4.1.2 Stage of economic development: between resource-dependency and modernization .....</b>	<b>44</b>
<b>2.4.1.3 Model of civil society: between differed democratization and social partnership.....</b>	<b>46</b>
<b>2.4.2 Models of professional and business associations.....</b>	<b>50</b>
<b>3 Methodology .....</b>	<b>60</b>
<b>3.1 Research paradigms .....</b>	<b>60</b>

3.2	Research design .....	62
3.3	Qualitative exploratory study .....	62
3.3.1	Sampling.....	63
3.3.2	Data collection .....	64
3.3.3	Data evaluation.....	66
3.4	Confirmatory survey design .....	76
3.4.1	Development of hypotheses.....	77
3.4.2	Analysis strategy.....	78
3.4.3	Specification of the applied measures .....	79
3.4.3.1	Dependent variables: composition of PBAs’ functions as a central unit of analysis .....	79
3.4.3.1.1	Subjective approach to measuring the composition of functions of PBAs in organizational goals	80
3.4.3.1.2	Objective approach to measuring the composition of functions of PBAs in work time.....	80
3.4.3.1.3	Verifying approach to measuring the composition of functions of PBAs in KPIs.....	81
3.4.3.2	Independent variables: age, size, public standing .....	82
3.4.3.3	Control variable: types of PBAs.....	83
3.4.3.4	Descriptive variables: driving and hindering forces .....	87
3.4.4	Sampling.....	89
3.4.5	Data collection.....	90
3.4.5.1	The survey tool: a questionnaire .....	91
3.4.5.1.1	Introduction and conclusion.....	91
3.4.5.1.2	Information about an organization.....	92
3.4.5.1.3	Organizational activities .....	92
3.4.5.1.4	Driving and hindering forces .....	92
3.4.5.2	Implementation and data handling.....	93
4	Research results and interpretation .....	94
4.1	Results of the exploratory research.....	94
4.1.1	Functions of PBAs .....	94
4.1.1.1	Introducing the functions of PBAs in Russia .....	94
4.1.1.2	Deconstructing the functions of PBAs in the Russian context.....	99
4.1.1.3	The integrated framework of the functions of PBAs confirmed qualitatively .....	101
4.1.2	Forces driving and hindering accomplishment of PBAs’ missions .....	105
4.1.2.1	Distinguishing between driving and hindering forces .....	105
4.1.2.2	Categorising driving and hindering forces.....	110
4.2	Results of the confirmatory research.....	118
4.2.1	Descriptive statistics .....	118

<b>4.2.2</b>	<b>An overview of the PBAs’ functions .....</b>	<b>120</b>
<b>4.2.2.1</b>	<b>Multi-functional nature of PBAs.....</b>	<b>120</b>
<b>4.2.2.2</b>	<b>Relative importance of PBAs’ functions.....</b>	<b>121</b>
<b>4.2.2.3</b>	<b>Determinants of the composition of PBAs functions .....</b>	<b>126</b>
<b>4.2.3</b>	<b>Forces driving and hindering achievement of PBAs’ missions confirmed quantitatively .....</b>	<b>131</b>
<b>4.2.3.1</b>	<b>Organization: governance factors.....</b>	<b>131</b>
<b>4.2.3.2</b>	<b>State: public and political factors .....</b>	<b>133</b>
<b>4.2.3.3</b>	<b>Community: socio-economic factors .....</b>	<b>135</b>
<b>4.3</b>	<b>Discussion .....</b>	<b>137</b>
<b>4.3.1</b>	<b>A detailed view of PBAs’ advocacy, community building, and service delivery functions ....</b>	<b>137</b>
<b>4.3.1.1</b>	<b>Advocacy as PBAs’ input to the political system .....</b>	<b>137</b>
<b>4.3.1.2</b>	<b>Service delivery as PBAs’ contribution to the economic system .....</b>	<b>143</b>
<b>4.3.1.3</b>	<b>Community building as PBAs’ participation in the communitarian system.....</b>	<b>144</b>
<b>4.3.2</b>	<b>PBAs’ societal embeddedness and organizational capacity: driving and hindering forces ...</b>	<b>146</b>
<b>4.3.2.1</b>	<b>Governance factors as a major force driving accomplishment of PBAs’ missions.....</b>	<b>146</b>
<b>4.3.2.2</b>	<b>Public and political factors as a major force hindering achievement of PBAs’ missions .....</b>	<b>149</b>
<b>5</b>	<b>Conclusion .....</b>	<b>152</b>
<b>5.1</b>	<b>Summary of the empirical findings .....</b>	<b>152</b>
<b>5.2</b>	<b>Contributions for theory and practice .....</b>	<b>155</b>
<b>5.3</b>	<b>Suggestions for future research .....</b>	<b>157</b>
	<b>Bibliography .....</b>	<b>159</b>
	Appendix 1. List of interviewed experts .....	174
	Appendix 2. The interview guide .....	175
	Appendix 3. Results of statistical analysis .....	178
	Appendix 4. The questionnaire .....	181

## List of Tables

- Table 2.1. Concepts of key NPOs' functions: service delivery, advocacy, community building, and their derivatives
- Table 2.2. Mapping Russia in the nonprofit's regime coordinates
- Table 2.3. Key indicators of the civil society models in 14 countries
- Table 2.4. Key indicators of civil society models in 26 countries
- Table 2.5. A structural grid of the embeddedness of professional and business associations in Russia
- Table 3.1. The preliminary coding scheme for the identification of the category "functions of PBAs"
- Table 3.2. The final coding scheme for the identification of the category "functions of PBAs"
- Table 3.3. The preliminary coding scheme for the identification of the category "factors influencing accomplishment of PBAs' missions"
- Table 3.4. The final coding scheme for the identification of the category "factors influencing accomplishment of PBAs' missions"
- Table 3.5. KPIs corresponding to the functions of PBAs
- Table 3.6. Types of PBAs in Russia
- Table 4.1. Functions of Russian professional and business associations
- Table 4.2. Driving and hindering factors influencing achievement of PBAs' missions, by subcategories
- Table 4.3. Descriptive statistics: numerical variables and compositional data
- Table 4.4. Descriptive statistics: categorical variables
- Table 4.5. Dirichlet Regressions on effect of organizational age on the composition of PBAs' functions
- Table 4.6. Dirichlet Regressions on effect of organizational size on the composition of PBAs' functions
- Table 4.7. Dirichlet Regressions on effect of public standing towards the state by the composition of PBAs' functions
- Table 4.8. Relative importance of the components of the advocacy function for different types of PBAs by work time

## List of Figures

- Figure 2.1. The conceptual framework of the functions of civil society organizations as contributions to societal subsystems
- Figure 2.2. Emergence of models of PBAs in Russia: macro-institutional and organizational processes and causal paths
- Figure 3.1. Schematic overview of the hypotheses for the study
- Figure 3.2. The integrated framework on the multi-functional character of PBAs and their contribution to societal subsystems
- Figure 4.1. Multi-functional nature of nonprofit organizations: comparative perspective



Figure 4.2. Composition of functions performed by PBAs, in organizational goals

Figure 4.3. Composition of functions performed by PBAs, in work time

Figure 4.4. Composition of functions performed by BAs, in organizational goals

Figure 4.5. Composition of functions performed by BAs, in work time

Figure 4.6. Composition of functions performed by IUs, in organizational goals

Figure 4.7. Composition of functions performed by IUs, in work time

Figure 4.8. Composition of functions performed by LPSs, in organizational goals

Figure 4.9. Composition of functions performed by LPSs, in work time

Figure 4.10. Distribution of relative importance of functions of PBAs by organizational goals

Figure 4.11. Distribution of relative importance of functions of PBAs by work time

Figure 4.12. The influence of age on the composition of functions of PBAs, measured in organizational goals (left) and in work time (right): predicted values of Dirichlet regression

Figure 4.13. The influence of organizational size on the composition of functions of PBAs, measured in organizational goals (left) and in work time (right): predicted values of Dirichlet regression

Figure 4.14. The influence of the support of existing societal structures on the composition of functions of PBAs, measured in organizational goals (left) and in work time (right): predicted values of Dirichlet regression

Figure 4.15. Governance factors: driving forces

Figure 4.16. Governance factors: hindering forces

Figure 4.17. Public and political factors: driving forces

Figure 4.18. Public and political factors: hindering forces

Figure 4.19. Socio-economic factors: driving forces

Figure 4.20. Socio-economic factors: hindering forces

Figure 4.21. Ranking of PBAs' annual performance indicators for the advocacy function

Figure 4.22. Character of PBAs' organizational activities in relation to existing societal structures

Figure 4.23. Ranking of PBAs' annual performance indicators for the community building function

Figure 4.24. Ranking of PBAs' annual performance indicators for the service delivery function

## List of Abbreviations

<b>BA</b>	Business Association
<b>BR</b>	Business Russia
<b>CCI</b>	Chamber of Commerce and Industry
<b>CIS</b>	Commonwealth of Independent States
<b>CSO</b>	Civil Society Organization
<b>CSR</b>	Corporate Social Responsibility
<b>GCR</b>	Global Competitiveness Report
<b>IU</b>	Intermediary Union
<b>JHCNPS</b>	John Hopkins Comparative Nonprofit Sector Project
<b>KPI</b>	Key Performance Indicator
<b>LPS</b>	Liberal Professional Society
<b>MBA</b>	Master of Business Administration
<b>NGO</b>	Non-Governmental Organization
<b>NPO</b>	Nonprofit Organization
<b>OR</b>	Opora Rossii
<b>PBA</b>	Professional and Business Associations
<b>RUEI</b>	Russian Union of Entrepreneurs and Industrialists
<b>SRO</b>	Self-regulating Organizations
<b>WTO</b>	World Trade Organization