

самозанятость становятся ключевыми факторами стимулирования экономического роста. Развитие предпринимательской культуры в любом обществе займет некоторое время, так как требуется несколько поколений, чтобы приобрести ценности, атрибуты, убеждения и поведение, которые в последствии формируются в культуру. Этот процесс можно сделать более эффективным, введя программы развития предпринимательства для студентов в университетах. Цифровизация позволила использовать технологии электронного обучения, с помощью которых могут осуществляться новые методы обучения, не нарушая учебный план учащихся. Исследования показывают, что многие университеты используют такие методы, как создание стартап-инкубаторов, венчурного фонда. Такая деятельность привела к росту числа молодых предпринимателей с инновационными идеями. Такие шаги, предпринятые на университетском уровне, в конечном счете будут способствовать развитию региональных предпринимательских экосистем. Рост числа фирм, предприятий и бизнеса регионального уровня очень важен в странах с формирующейся рыночной экономикой. Это может решить такие фундаментальные проблемы, как безработица. Принимая во внимание все эти факторы, данная статья пытается определить ключевые механизмы, которые могут быть реализованы в образовательных учреждениях университетского уровня и которые будут стимулировать молодежь к самостоятельной занятости и предпринимательству.

Ключевые слова: самозанятость, предпринимательская культура, образование, молодые предприниматели, инновации.

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CHALLENGES AND OPPORTUNITIES OF CONDUCTING SOCIAL SCIENCE RESEARCH IN RUSSIA

Abstract

Conducting research is context dependant and examining specificities of a particular context can facilitate preparation for fieldwork. Social science research predominantly focusses on and emerges from western societies. The escalating rise of emerging economies, namely China, India, Russia, Latin America and Africa have sparked the interest of scholars. The peculiarities of these emerging economies present exciting opportunities to promote research within these economies. In this paper I reflect on my research process in Russia during 2014 and 2015. In particular, I discuss the challenges and opportunities based on temporal dimension of social science research. The key objective of this paper is to examine how temporality influence the research process. Time is central to research, however, the application of temporal aspect to research process has not been addressed in Management and International Business (IB). The time of my fieldwork presented both challenges and opportunities. I discuss the two challenges related to past and present (actual time of data collection): first, inability to build trust despite being an insider; and second, conducting fieldwork during times of sanctions. The future aspect of temporality presented a number of opportunities in the research space for me. I examine the research opportunities that Russia presents, including increased government funding for social research, abundance of knowledge that is not shared and increasing awareness of research outside main cities. The goal of the paper is to encourage social scientists to engage in research opportunities in Russia.

Keywords: sociology of entrepreneurship, Russia, developing societies, social processes

Introduction

Social science research has originated in Western settings, with the focus on the philosophical, conceptual and the methodological domains from Western mentality. Existing studies provide a excellent foundation for understanding the nuances of existing philosophical underpinnings (Ritchie *et al.*, 2013). Understanding the philosophical foundations of social research is essential when examining the studied phenomenon and choosing a study method. The nature of social reality and adoption of philosophical stance provides guidance for selecting a study's methodology. A paradigm is defined as "a set of basic beliefs that deals with ultimates or first principles" (Guba & Lincoln, 1994: 107). The basic beliefs defining a research paradigm can be summarised by the concepts and questions associated with the ontology, epistemology, methodology and methods (Ritchie *et al.*,

2013). I do not argue against understanding the first principles, quite the opposite as I would like to reiterate their importance for producing quality research outputs. However, I want to urge management and IB scholars to consider carefully temporal dimensions of research process and research methodologies.

Much existing research on temporality in management and IB disciplines is applied to examine organizational change (Langley *et al.*, 2013), market development (Reinecke & Ansari, 2015) and business networks (Araujo & Easton, 2012). Ancona, Okhuysen and Perlow (2001) developed three categories: conceptions of time; mapping activities to time; and actors relating to time; to make organizational research more rigorous. It is not a new phenomenon, that the concept of time and space is crucial when studying organizational behavior and operations (Reinecke & Ansari, 2015). I explicitly link temporality to study a research process and question existing methodological assumptions in a more rigorous manner.

The rest of the paper is structured as follows. First, I examine temporality and its implications for research process. Second, I reflect on my fieldwork in Russia and examine how temporality influenced my research process. I conclude by providing recommendations on how challenges and opportunities can shape temporal experience of a researcher and strengthen methodological rigor of research process.

Temporality and social science research.

Temporality is a dynamic process of change and can facilitate examining different stages of change and outcomes (Langley *et al.*, 2013). The temporal effect of change develops as a result of the past and has consequences for the future (Dawson, 2014). Past events and projected future events may thus shape our temporal experience. The reflection on this temporal experience should be involved in every step of the research process because it can enhance methodological choices that researchers make.

Methodologies of social science research are based on pragmatic assumptions. Positivist inquiry views reality as independent from human interactions, which limits the researcher's understanding of the studied concepts and their meaning (Guba & Lincoln, 1994). High levels of generalization allows for rigorous examination of data and reliability of the impact of this data. This also makes general data inapplicable to individual cases, because positivist inquiry is deductive.

Conversely, inductive inquiry accounts for local context, whereby the meaning of the data is socially constructed (Guba & Lincoln, 1994) and its meaning evolves in social settings. Temporal dimensions are engrained in the research process and these existing assumptions therefore remain despite their subjective and objective positions. (Cunliffe *et al.*, 2004). However, the influence of temporal experience on the research process is only implicitly recognized. For example, the impact of positivist inquiry is embedded within the research, presenting an important part of the research process, rather than being something that follows afterwards (MacIntosh *et al.*, 2017).

Generally, temporality in management and IB disciplines is examined through the concept of time (Ancona *et al.*, 2001). Organizational change is often examined chronologically through episodic linear events with implicit reference to those who experience time in relation to these events (Cunliffe *et al.*, 2004). There is a need to view time by applying kairological perspective that conceptualizes times as a "sequence of qualitative heterogeneous events" (Araujo & Easton, 2012: 313). These allows integration of activities to time and to actors who are involved in the research process (Ancona *et al.*, 2001). Reflecting on time in relation to heterogeneous events during data collection, despite researchers' ontological stances, can have significant influence on the process of research design.

Temporal influence on conducting research in Russia: Challenges.

My fieldwork took place in 2014 and 2015 in Russia. I conducted 55 interviews with CEOs, CFOs, top managers and middle managers. In figure 1, I illustrate how the past, present and future has shaped my temporal experience as a researcher in the field.

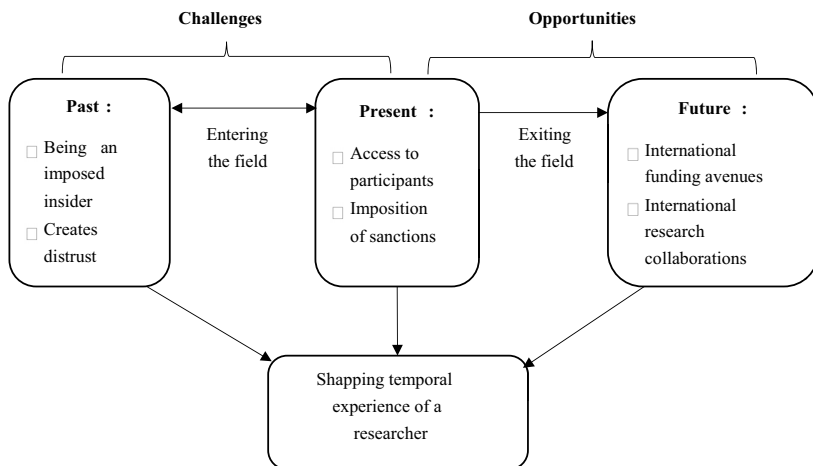


Figure 1. Temporal experience of the research process

Past: Being an ‘imposed’ insider in a research setting

Past events present one aspect of temporality. Being in the field automatically places you as either an insider or an outsider. There is a vast amount of research that differentiates the pros and cons of the two positions. IB literature indicates that being an insider is an advantage when conducting qualitative research (Michailova & Clark, 2004), particularly in terms of identifying and gaining access to appropriate participants and understanding contextual aspects and language. Understanding cultural context allows the researcher to deal with participants appropriately. The advantages of being an insider help establish trust between participants and researcher and create a comfortable interview setting. Foreign researchers may find it challenging to gain access and attain trust from participants. Being local and an insider fosters a degree of trust and a bond between participants and researcher, which positively affects the research process.

Trust between the researcher and participants can yield meaningful data by encouraging honest responses from participants (Ritchie *et al.*, 2013). However, truthfulness cannot be guaranteed if trust is not balanced, or if it is rushed. This can make the findings somewhat romantic and increase personal bias (Alvesson, 2003). Trust is important in Russia in general and in a business context specifically, and researchers from overseas are often treated with suspicion (Belousov *et al.*, 2007). At the beginning of data collection, many participants saw me as an outsider and were reluctant to engage with me. Although I was born in Russia, I am not a native researcher because I have lived outside of Russia for 20 years. Establishing trust was thus challenging at first (Michailova & Clark, 2004). Gaining participant trust and respect was crucial to building rapport and gaining further access to the multinational enterprises (MNEs). I noted some resentment from participants, particularly because I had left Russia in 2001 and made some linguistic mistakes during the interviews. One CEO remarked that I make grammatical errors like a teenager, and another participant informed me that I should read more literature in Russian to improve my grammar. My past therefore had significant influence on entering the field because it created a perception of me being an imposed insider. In particular, it presented challenges to accessing the participants.

Initial access to participants was arranged through preliminary informal interviews. During these interviews, I decided to begin each interview with an apology for most likely making small mistakes in Russian and telling a story about how and why I came to New Zealand and why I was conducting research on Russia. Some participants could relate to that because their children also studied overseas and others simply found it interesting. This changed the dynamics of the interviews,

because it illustrated my passion for Russia and Russian people. The participants felt proud that someone was extending knowledge of Russian business. One remarked, “It is great to see young generation taking interest in studying Russian companies, and promoting this to the West”. At the end of an interview with a CFO, without me asking her, she called other CEOs of Russian MNEs, saying “let’s help our ‘zemlyachka’”, which translates as ‘countrywomen’. The past presented challenges in building trust initially, and accessing the field. The research process needs to be informed by the past of the participants, because it can help to develop appropriate research strategies in the present.

Present: Conducting fieldwork during times of sanctions.

In this study, present aspect of temporality is physically being in the field. I was in the field between July and August 2014. In February 2014, Russia undertook military action against Ukraine; the US then imposed sanctions against Russia in April 2014. Some participants, especially those in the metallurgical, machine-building and nuclear power industries, where the government has an important role, were reluctant to participate in my research. In my study, I examined the government’s role in MNEs’ ability to deal with institutional complexity and gain external legitimacy. However, after seeing the words ‘federal and regional government’, in the initial emails and invitation to participate, many people with whom I met refused to help with accessing organisations. The participants’ reaction to the topic is linked to the timing of the fieldwork (Belousov *et al.*, 2007).

Imposition of sanctions is a critical event that affects international political and economic relations (Rezaee-Zavareh *et al.*, 2016). I argue that conducting research in times of imposed sanctions also influences the research process. Although, I was aware that the sanctions were introduced when I developed my research process, I did not have the contextual knowledge about the role of government in research matters. When the sanctions were first imposed, the Russian government instructed oligarchs and CEOs of major MNEs, not to give any interviews. Any information released to the press could affect the reputation of Russia and Russian MNEs in foreign markets. Receiving this knowledge when I was in the field, made me change my research strategy. In particular, I revised the consent forms and participant information sheets and changed the wording of the forms from ‘government’ to ‘formal institutions’. Having revised the forms, the participants became more accepting of the topic. Furthermore, I had to explain clearly at the beginning of each interview that the study examines the role of formal and informal institutions and how MNEs use them, and that my unit of analysis was the MNE, not the government. Following this, the participants did not ask any questions regarding the topic, but it is worth noting that every interview led to discussing the role of the government.

The sensitivity of topic and timing can present risk to the researchers, participants and third parties involved, thus creating obstacles to accessing the field (Dickson-Swift *et al.*, 2007). However, being present in the field and changing the research strategy, as well as taking time to build trust with the potential participants was particularly applicable to the metallurgical and machine-building industries, as these were decentralised in the 1990s and then restructured. The agriculture industry participants agreed to an interview despite the timing because agriculture was not a strategic industry at the time of my fieldwork and the government interest was relatively low during the data collection. The participants for this industry were also open to discussing government involvement because government involvement in developing the agriculture industry is limited. Imposition of sanctions and the time of my field work can thus be examined through a kairological perspective because the sanctions are heterogeneous events that shaped the way I responded to my fieldwork.

While research timing can create obstacles during fieldwork (Blazejewski, 2011), it can also provide fruitful explanations of methodological issues and how they can be addressed (Meyer & Peng, 2016). One participant explained that the interviews were not allowed because of Russia’s political position at that time. This was crucial, because before entering the field, I did not anticipate that the sanctions imposed by the US would have such an effect on my temporal experience as a researcher.

Future: Temporal experience can provide research opportunities.

In this paper, I argue that the future dimension of temporal experience is largely influenced exiting the field. Exiting the field is not well documented in the IB literature, although it is a crucial

part of the research process (Michailova *et al.*, 2014). Exiting goes beyond physically leaving the research site because of the relationships developed during the research process with the participants and institutions involved (Michailova *et al.*, 2014). Exiting is “an inherent and vital part of relationship development, starting from the researcher’s very first contacts with the field” (Michailova *et al.*, 2014: 146). It is embedded in early phases of the research process. Building relationships with participants is also reciprocal (Cunliffe & Alcadipani, 2016). Having the relational perspective on the research, entails “responsible common sense” to the subjects involved in the research (Cunliffe & Alcadipani, 2016: 22). Because exiting is not simply physically leaving the field, the relations that I built in the field with the participants and Russian academics, link these actors to time, that presents future opportunities for research collaborations.

I argue that in Russia, the government can play a detrimental role in developing an academic research community. Nonetheless, in 2012, the Russian government injected an enormous amount of money into developing major universities in Russia and encouraging Russian academics to publish (Gel’mán, 2015). However, research is dominated by the Russian Academy of Sciences, “which is home to 45,000 researchers” (Grove, 2015) and largely funded by the government (Gel’mán, 2015). This can be considered an obstacle, because by gaining funding, some academics give the government their political loyalty (Gel’mán, 2015). Their loyalty is not obligatory but it is expected when the government provides funding. However, this also provides a lot of untapped opportunities to develop grant applications and global research projects. There is also an enormous intellectual pool in Russia’s business environment that offers ample opportunity to examine the country’s institutional environment and MNEs’ operations.

This intellectual pool is also present outside the main regions and has a great potential for exploration. During my fieldwork, I discovered that empirical research was not common, and some participants did not see its practical value. I conducted 49 out of 55 in the Sverdlovsk region, which is the capital of Russia’s metallurgical industry. The MNEs based in the region contribute significantly to its economic development and that of the country and are an excellent empirical research resource because of the vast experience their staff possess.

Russia’s current global political position offers a chance to empirically examine how Russian companies operate, as well as their relationships with the government. Although there is increasing interest in the government’s role in Russian MNEs’ internationalisation, it requires empirical support (Michailova & Panibratov, 2019). The problem lies with persuading Russian MNEs to participate in such research, and developing their awareness of its importance.

Conclusion.

In this paper, the key argument is that temporality is an integral part of the research process and should be addressed in research methodologies. Temporality is the process of various events between the researcher and participants that affects the research process and methodologies. While it is important to be clear what the purpose of this paper is, it is also important to state what the purpose is not. I do not attempt to undermine the existing pragmatic assumptions, indeed their contribution to social science is invaluable. Rather, I aim to provide a starting point for integrating temporality into the research process. Past and present dimensions present challenges in the research process, however, reflection on these provides sound grounds for future opportunities.

The rise of emerging economies has questioned the application of existing methodologies to examine the phenomena that make these economies unique. I provide a reflection on how temporality has influenced my research process in Russia. The state of social science research in Russia is very much driven by hard social science because its impact is recognized by the Russian government. However, acknowledging the challenges associated with past and present (being in the field), may allow for future research opportunities.

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ВЫЗОВЫ И ВОЗМОЖНОСТИ СОЦИАЛЬНЫХ ИССЛЕДОВАНИЙ В РОССИИ

Аннотация

Исследования в области социальных наук преимущественно выполняются европейскими и американскими исследователями и базируются на проблемах западного общества. Растущее количество стран с развивающейся экономикой, а именно Китая, Индии, России, Латинской Америки и Африки, вызвал интерес ученых к вопросам социального развития в этих странах. В предлагаемой статье изучаются исследования в России в 2014 и 2015 годах. В частности, проблемы и возможности, основанные на временном измерении исследований в области социальных наук. Основная цель этой статьи - изучить, как темпоральность влияет на процесс исследования. Время занимает центральное место в исследованиях, однако применение временного аспекта в исследовательском процессе не рассматривалось в менеджменте и международном бизнесе (ИБ). В работе обсуждаются две проблемы, связанные с прошлым и настоящим (фактическое время сбора данных): во-первых, неспособность человека завоевать доверие окружающих несмотря на то, что он является инсайдером; и, во-вторых, проведение полевых работ во время санкций. Будущий аспект временности предоставил ряд возможностей в исследовательском пространстве. Целью работы является поощрение социологов к участию в исследовательских возможностях в России.

Ключевые слова: социология предпринимательства, Россия, развивающиеся общества, социальные процессы.

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HR ANALYTICS AS PERSPECTIVE BUSINESS TOOL

Abstract

In the area of human resources, decision-making is changing. Guided by instinct and intuition, modern personnel specialists use data and algorithms to develop business solutions. According to recent studies, 35 percent of companies surveyed said they were actively developing data analysis capabilities for HR. Many organizations use metrics in the human resources department to influence how they hire, retain, and pay employees. This is beneficial because it allows companies to collect and analyze data that can both increase revenues through better understanding and more accurate targeting of customers, and reduce costs by improving business processes.

At a time when the old methods of personnel management are no longer enough to keep up with competition and new technologies, this industry is at a crossroads. Although the use of analytics is far from new, over the past two years, more and more organizations have realized that data can improve both HR functions and business processes in general.

HR plays an important role in business outcomes, and the use of data provides a key advantage in terms of decision making. 77 percent of managers currently rate people analytics as a key priority. Companies form teams of analysts, quickly replace obsolete systems, and combine individual analytic groups in HR into one strategic function.

Despite the fact that analytics does not solve all the problems with the staff, it can give an idea of the business functions and help trained HR specialists to develop plans that optimize investment in talents.

In this article the main KPIs are described in details for implementing in any kind of commercial companies, the tools that are need for it and the necessary skills that are required and expected from HR managers to better implementing new technologies in the rapidly changing world.

Keywords: hr, analytics, analytics instrumento, instrumento hr, hr management, python, business analytics.

1. Introduction

In a competitive market scenario, it is imperative that the employee's potential be used to best for organizational success. In such an environment, human resources remain one of the main distinguishing factors for the organization that can be used for competitive growth in the procedure for creating the necessary organizational value. Optimal use the human capital held by the