

example, but since 1993 at least 80 percent of its populations have been below the poverty line and similar figures are true of many other Sub-Saharan African states.

It is clear then that Sub-Saharan Africa has failed to see significant improvements in poverty indicators for many reasons, both internal and external. There are so many factors: environmental degradation, natural disasters, HIV epidemic and so on. However, it is undoubtedly that Sub-Saharan Africa has been seriously disadvantaged by the arbitrary borders of imposed by empires. Wars, coups and a doubtful democratic tradition are all a result of this and money that could have been spent on development and lifting people out of poverty has been lost. Poor governance, corrupt leadership and awful policy choices sent the region into a downward spiral, with increasing debts, crumbling infrastructure and an over reliance on natural resources. A lack of investment in areas such as healthcare and education kept people in the poverty trap. Perhaps due to its inefficient nature and high levels of corruption, the region has been increasingly marginalized in the international system and levels of engagement with Africa have increased only in terms of Aid, and the Sub-Saharan Africa in particular is portrayed as a basket case.

The region has been unable to develop its economies through protectionism. Economic sanctions imposed by Bretton Woods institutions, such as the IMF's structural adjustment programs, are forward looking and well meaning, but do little to help those at the bottom of the social scale. So it can be said the poverty indicators themselves are of little help to Sub-Saharan Africa. Indicators such as the Millennium Development Goals are "one-size fits all" and fail to take in to account differences between states. Less money spent on measuring poverty and more spent working to reduce it could well be the way to progress. After all, measuring poverty is not the same as alleviating it.

International Organizations and World Big Powers should help African poor countries. First of all they must thank that they are not in such conditions. Everything is possible. Even they could be in the place of African countries. So they must understand this and help poor countries. Because they have enough ability and power to help them. In such rich countries they spend money for nothing. Instead of wasting money they should help poor countries with this fortune.

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#### EMPLOYEE TRAINING AND DEVELOPMENT ON AN ENTERPRISE: CASE OF "SKYMAX TECHNOLOGIES"

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## **Abstract**

Development of employees has become an important aspect of every organization. However, employees have different attitudes towards training: some of them are quite resistant; others are very excited about learning new things. This paper looks at the attitudes of employees towards training and development given their gender. The data for study was collected via questionnaires from 19 employees of a LLP “Skymax Technologies”. The results suggest that women have more positive perceptions of the quality of training conducted in their company rather than men.

Keywords: training and development, gender, enterprise, Kazakhstan

## **Аңдатпа**

Қызметкерлердің дамуы - әр мекеменің маңызды аспекті болып табылады. Дегенмен, қызметкерлердің тренингке көзқарастары әр түрлі: бірісі қарсы, бірісі жана нәрсе үйренуге талпынып тұрады. Бұл ғылыми жұмыс жұмысшылардың жынысына қарай тренинг пен дамуға көзқарастарын анықтады. Осы жұмысқа арнайы “Skymax Technologies” мекемесінен 19 жұмысшыдан сауаланама алу арқылы ақпарат жиналды. Қорытындылай келе, әйел адамдар ерлерге қарағанда тренингке оң көзді қарайтындарына көз жеткіздік.

Түйін сөздер: даму мен тренинг, жыныс, мекеме, Қазақстан

## **Аннотация**

Обучение и развитие персонала является одним из ключевых моментов в достижении успеха любой компании. Однако сотрудники предприятий имеют различное отношение к обучению: одни сопротивляются новым знаниям, другие смотрят на новизну с большим интересом. Данное исследование определяет отношение работников к обучению и развитию согласно гендерной характеристике. Материалы для исследования были собраны посредством анкетирования 19 работников на предприятии ТОО "Skymax Technologies". Результаты показали, что сотрудники женского пола имеют более положительное отношение к повышению квалификации по сравнению с их коллегами мужского пола.

Ключевые слова: развитие и обучение, пол, предприятие, Казахстан

Effective human resource management is a challenge for many companies today. Smart managers understand the importance of development and training of an existing labor force. Consequently, companies invest huge amounts of money to increase knowledge and, therefore, effectiveness of their employees.

There is a wide range of methods available for training and development of employees. Enterprises may select a suitable one(s) based on the needs of the organization, business environment, and etc. In other words, every organization wants to train and develop its employees in a way in which a greater success can be achieved. A properly chosen method helps to motivate employees to learn. Training is an invaluable investment of the company into their future, as employees are typically considered to be assets of an organization.

**Literature review.** During the process of recruiting or selecting the candidate from outside, it is usually expected by an employer that the candidate has basic knowledge and is able to carry out his/her job duties effectively. However, a new comer usually does not know the specifics of a company and as a rule is provided with some kind of training. Cayer et al. (1993) claims that training helps employees to obtain useful and needed skills to cope with a particular situation /1/. Rogers & Horrocks (2010) explains training as having narrow goals, specifying the “right” way to do something /2/. In contrast, Edwin B. Flippo (1980) defined training as “the act of increasing the knowledge and skill of an employee for doing a particular job /3/.” According to Mathis and Jackson (2005), “Training is a learning process whereby people acquire skills, concepts, attitudes or knowledge to aid in the achievement of goals /4/.”

Whereas Pedlar (1995) defines development as making the most that one can out of opportunities in both the outer and inner sphere /5/. The basic idea of development is that each of us is individual, unique, because each of us has different background, situations, culture and etc. by interacting with others, by solving the problems, situations it is possible to improve and develop ourselves. Development process is everywhere, every time, it doesn't need special time, definite place, and it is not limited with formal

parameters. Baum (1995) identifies development as a process which can take place at any time and is not constrained by formal parameters or at specified points within an individual's life cycle /6/.

The concept of "Training and development" was defined by Harrison (2005) as the field which is concerned with organizational activity. Its goal is the bettering the performance of individuals and groups in organizational settings /7/.

Today, it is observed that all organizations with different types of functions need to have well trained, experienced and skilled people to perform various activities. Each year organizations spend on training millions of dollars and pay for it more attention and recognize all benefits, importance of training. Many companies in Kazakhstan also started to invest in trainings. 67 percent of Kazakhstan's companies train their employees, Tengrinews.kz reports citing a survey by the HeadHunter /8/. According to the poll, 67 percent of the companies with under 50 and over 500 employees provide development and training for their personnel. Most frequently the companies send their employees to training elsewhere and only a quarter of the polled companies have their own training centers, personnel development departments or corporate universities. A majority of the companies train their employees free of charge (for the employees). One third of the companies with 300-500 employees hold back portions of the trained employees' salaries during a set period of time to cover their training expenses. 75 percent of the companies with 100-300 and over 500 employees train personnel free of charge (for the personnel), but under a condition that the trained employees continue to work in the company for a certain period of time.

Training and development are supported by Legislation of Kazakhstan. By another word, Labour Code of the Republic of Kazakhstan of 15 May 2007 No. 251 "Kazakhstan Pravda" of 22 May 2007 No. 76 (25321) – Chapter 11 Occupational Training, re-training and further training describe and explain all rights of employee and employer /9/. As was mentioned above, staff training is an investment to the future of a company. Capital investment in professional development helps create a favorable team climate, increases employee motivation and loyalty to company, and ensures management succession... Trained employees benefit by acquiring new knowledge and skills that enable them to perform their jobs better. Additionally, trained employees describe feelings of increased usefulness and belonging in the organization which shows us intrinsic benefits. Extrinsic benefits include things as higher earnings, improved marketability, security of employment, enhanced opportunities for advancement and promotion.

Julie Bos (2008) found answer for the question: "What kinds of activities usually require training?" The most common training topics include, among others, safety, customer service, computer skills, quality initiatives, dealing with sexual harassment and communication /10/.

Training can be varies of types and can be designed to meet a number of objectives and can be classified in various ways. . It depends on the needs of the organization, the trainee, and on the task that should be done. The method should be matched according to the audience, the content, the business environment, and the learning objectives. Ideally, chosen method will facilitate employees to learn, help employees to prepare themselves for learning, motivate the trainees to apply and practice what they have been taught, help trainees retain, analyze and transfer what they have learned, and combine performance with other skills and knowledge. So, based on the training goals and need assessments, an appropriate method may be chosen.

**Methodology.** The study was designed as an exploratory one aimed at describing the aspects of training on an enterprise LLP "SKYMAX Technology". "Skymax Technologies" company is successful and dynamically developing in the market of Kazakhstan and Central Asia which was founded in 2002 under the support of "Royal Philips Electronics B.v.", the Netherlands. The company maintains leading positions in the markets of service providing in the field of hotel and telecommunication solutions, excess control systems, airfield lighting systems and meteorological equipment.

The survey focused on operating employees from "Skymax Technologies". The survey involved the use of questionnaire which was distributed to 19 employees. Overall, 18 filled in questionnaires were returned which resulted in 94.7% response rate.

The demographic profile of the respondents was represented by both males (50%) and females (50%). 27.8% of interviewed employees were between 16-25 years old, 33.3% were at the 26-35 age category, 16.7% were between 36-45 years old, 11.1% were between 46-55, and 11.11% were at the category of 55+ years old and more.

It is worth to mention that each employee is working in the company for 6 years on average that shows the degree of satisfaction of a working place. Their loyalty to the “Skymax Technologies” can be explained by the care of managers, Human Resources department and specialists from outside giving their employees an opportunity for self-actualization through offered training programs.

**Results.** The results of the study showed that employees participate in training at least once a month. However only 30% of respondents improve their skills and develop professional quality regularly. Regarding the effort of management of the company to organize trainings in different ways, employees are interested in self-development, going on with the innovativeness and are ready to learn. The survey shows that weekdays are most suitable for employees to participate the trainings.

In order to identify the attitudes of employees towards the company they work and, in particular, training and development, the respondents were asked to rate 9 statements on a scale from 5 to 1, where 5 – totally agree, 4 – agree, 3 – I don’t know, 2 – disagree, and 1 – totally disagree (Table 1).

The analysis and interpretation of data showed that the most common answer for the statement “managers help me to identify my weaknesses and strong sides was “I don’t know”. From the analysis for the statements “managers help me to improve my weaknesses”, “I’m satisfied with the quality of trainings in my company”, “The company has a continuous process of developing employees”, “The company has a consistent and equitable system of compensation reward system”, “Employees have the opportunity to move up the career ladder, serving applications for open positions within the company”, “The company's management takes into account the personal achievements of employees”, “Customer feedback on the quality of the staff are taken into account the guidance of our company”, “I am satisfied with my work” we can note that the most repeated answer was “agree”, and the mean shows us that the most part are also “agree”.

**Table 1 – Attitudes of employees towards Training and Development**

Statements	Mean	St. Deviation	Mode
I’m satisfied with the quality of trainings in my company	3,94	1,1099	4
The company has a continuous process of developing employees	3,56	1,2472	4
The company has a consistent and equitable system of compensation reward system	3,89	0,8323	4
Employees have the opportunity to move up the career ladder, serving applications for open positions within the company	3,56	1,1490	4
The company's management takes into account the personal achievements of employees	3,89	0,9002	4
Customer feedback on the quality of the staff are taken into account for the guidance of our company	3,89	1,0226	4
I am satisfied with my work	3,90	0,87260	4
Managers help me to identify my weaknesses and strong sides	3,00	0,95828	3
Managers help me to improve my weaknesses	3,50	1,15045	4

Table 2 shows the differences in attitudes of women and men towards the quality of training in their company. The mode for the statement “I am satisfied with the quality of trainings in my company” is equal to 4 for both men and women. This means that the most repeated answer among both gender categories was “agree”. The overall mean for females is equal to 4,11, for males 3,78 indicating that women tend to be more satisfied with the quality of training rather than men. The standard deviation for women is equal to 0,7817 and 1,3944 for men showing that women more in their opinions as compared to

men. By comparing these data we can observe there is a great gender difference in the opinions of employees. In general, females have more positive attitudes to training rather than males.

**Table 2 – Satisfaction of males vs. females with the quality of trainings in their company**

<b>Gen der</b>	<b>Mean</b>	<b>St. deviation</b>	<b>Mode</b>
<i>Wom en</i>	4,11	0,7817	4
<i>Men</i>	3,78	1,3944	4

The replies to the statement “I am satisfied with my job” show that the overall mean for women is equal to 4,00, which means that interviewed women mostly accepted the answer “agree” (Table 3). The mean of men is equal to 3,67 meaning that males tend to be less satisfied with their job rather than females. Standard deviation for women is equal to 0,8944 and 1,0327 for men indicating that women’s opinions more converge than men’s. The mode of women is equal to 4, men’s is 3. Mode of women shows that large part of interviewed males marked the answer “Don’t know” in comparison with “agree”. A large part of the interviewed females marked “agree”.

**Table 3 – Gender differences in job satisfaction**

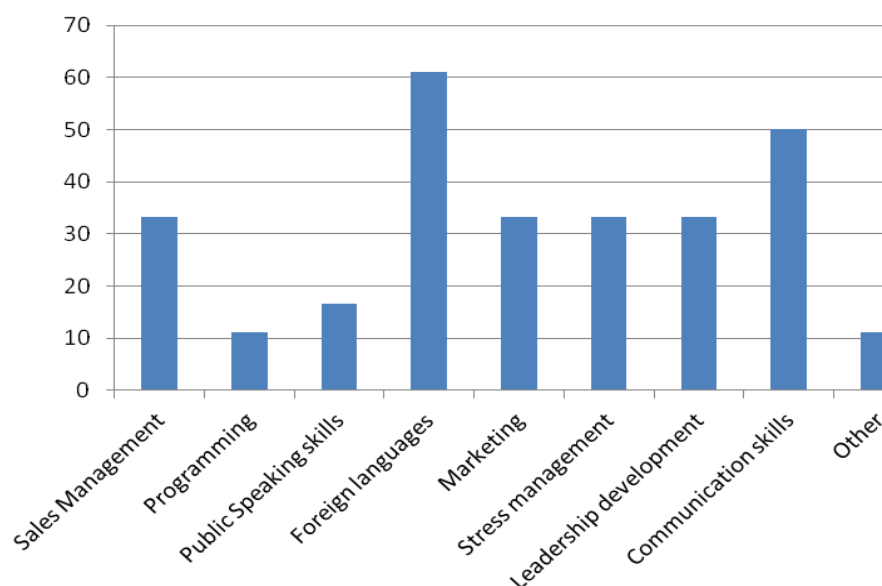
<b>Gender</b>	<b>Mean</b>	<b>Stand. deviation</b>	<b>Mode</b>
Women	4,00	0,8944	4
Men	3,67	1,0328	3

Regarding the type of training already conducted by the company 94% of trainings are directed to marketing learning and everything related to sales. Also 83% of respondents had trainings on technical skills learning that includes directions for new equipment use. Only one employee had an opportunity to improve his computer literacy especially learning new computer programs and others in order to fulfill his projects. And what is interesting about the last the one who is curious about new programs is woman in the “55 years and more” age category.

Concerning the period of time employees are participating in trainings answers were classified in categories of working hours and after working hours, payable and non payable trainings. 83% of 18 respondents prefer to have trainings at working hours and these hours considered to be payable, 11% of employees have to give up working hours payments for trainings. This scarce percentage is remarkably noticeable as those employees are working in the company less than 1 year. And only 6% had training programs after working hours.

Employee expectations and perceptions were examined in terms of general fields they want to be developed in following 2 years. As a result, half of the respondents surely want to improve communication skills and demand for foreign language learning is also the most. In particular, regarding our survey, the results indicate that improving professional skills in such trainings as sales management, marketing, stress management, leadership development has a meaningful part (33%) (Figure1).

**Figure 1 - Employee expectations about training program (in percentage)**



However, there are some respondents interested in developing public speaking skills (16,67%) and programming (11,1%). Despite the fact that the results provide small number interested in programming and public speaking skills, the age category is unbelievably fluctuating from 16 to 45 years old that means people are concerned not only about doing routine work but also developing their own potential, overcoming new challenges and as a result get successful point, self-actualization.

In conclusion, it is important to mention that the sample size of this research work might not be able to reflect completely employee training and development situation in every enterprise of Kazakhstan. The study provides interesting insights on the employee attitude to trainings, as the results show the actuality of the question in small and medium enterprises in Kazakhstan. Generally, managers of the company in the purpose of increasing the qualification share their experience with employees, finding other ways to train as well as human resource specialists and specialists from outside. However there is still much to concern about trainings and skills development, improving the systematic character and offering employees what they really want and need. I should like to emphasize that significant part of respondents are interested in developing more professional skills such as communication skills, leadership development, stress management and time management rather than personal preferences.

The study identified that women have more positive perceptions of the quality of training conducted in their company rather than men. In general terms, women tend to answer more positively ('agree'), men's view are more critical and a little bit negative which we have observed by answers which they gave.

A similar study may be conducted to compare the results in other organizations in order to build the whole picture of employee training and development in enterprises of Kazakhstan.

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## **POSSIBLE ISRAELI PREEMPTIVE ATTACK AGAINST IRANIAN NUCLEAR DEVELOPMENT PROGRAM**

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### **Özet**

Bu makale İran'ın nükleer sektöründeki en son gelişmeler ve İsrail tarafında İran nükleer krize olası bir askeri çözüm ile ilgili tepkiyle aid bir analizini sunmaktadır. İsrail tarafından yapılabilir savaşın olası senaryo, İran'ın nükleer tesislerine karşı önleyici grevin siyasi ve askeri etkilerin açıklar. İsrail ABD'nin desteği olmadan bir askeri operasyon başlamaz ve Amerika Birleşik Devletleri İsraille izin vermez. Tabii ki, bu İsrail önleyici saldırı kuvvetle şüpheli unutulmamalıdır. Ama, benim amacım İsrail tarafından hazırlanmış savaşın olası senaryoların açıklamaktır.

### **Annotation**

This article contains the analyses of reaction and position of Israel government regarding recent Iranian achievements in nuclear industry and probable military solution of Iranian nuclear crisis by Israel. Explains the possible war scenarios that could be carried out by Israel; political and military consequences of the preventive attack on Iranian nuclear facilities. Of course, it should be noted that Israeli preventive attack is greatly doubtful, because it will not start military operation without backing U.S., and the USA will not allow Israel to attack Iran due to consequences that hurts US interests, but nevertheless, my aim is to explain the possible war scenarios that are already prepared by Israel.

### **Түйін**

Бұл мақала Израил өкіметінің Иран ядролық бағдарламасындағы соңғы жетістіктеріне қатысты реакциясы мен саяси ұстанымына және де Иранның ядролық дағдарысын Израил тарапының әскери тәсілмен шешу жолдарына талдау жасайды. Мүмкін болатын соғыс сценарийлеріне, және Израил өкіметінің адын алу шарасымен жасайтын шабуылының кейбір саяси және әскери салдарларына түсіндірме жасайды. Әрине, айта кетер жайт, Израил Америка Құрама Штаттарының тікелей қолдауынсыз алдын алу мақсатымен Иранға шабуылдауы екіталай, ал бұған АҚШ рұқсат бермейді де, себебі бұл шабуылдың салдарлары АҚШ-тың мүдделеріне тікелей зардап әкеледі. Бірақ менің мақсатым Израиль тарапынан әлде қашан дайындалып қойылған мүмкін болатын соғыс сценарийлерін түсіндіру.

### **Аннотация**

В статье представлен анализ реакции и позиции Израильского правительства в отношении последних достижений в иранской атомной промышленности и вероятного военного решения иранского ядерного кризиса со стороны Израиля. Объясняет возможные сценарии войны, которая может быть проведена Израилем; политические и военные последствия превентивного удара по иранским ядерным объектам. Конечно, следует отметить, что Израильские превентивные атаки сильно сомнительны, потому что Израиль не начнет военную операцию без поддержки США, и США не позволят Израилю напасть на Иран в связи с последствиями, которые повредят интересам США. Но, тем не менее, моя цель состоит в объяснении возможных сценарии войны, которые уже подготовлены Израилем.

**Keywords:** Iran, Nuclear Weapons, Israel, Preventive Attack.

### **Introduction**