

**ТЮТОРИНГ НА ЗАЕТИТЕ В ПРЕДПРИЯТИЯТА КАТО  
ФУНКЦИЯ В УПРАВЛЕНИЕ НА ЧОВЕШКИТЕ РЕСУРСИ**

**Емануела Есмерова**

**EMPLOYEE TUTORING IN ENTERPRISES AS A FUNCTION IN  
MANAGEMENT OF HUMAN RESOURCES**

**Emanuela Esmerova<sup>1</sup>**

Received: 01.03.2018, Accepted: 10.04.2018

---

**Abstract**

*In many countries, individuals can become tutors without training. In some countries, including Cambodia, Georgia, Kazakhstan, Lao PDR, and Tajikistan, the pattern of classroom teachers supplementing their incomes by tutoring students after school hours is more a necessity than a choice, as many teachers' salaries hover close to the poverty line. In the Republic of Korea, the number of private tutors expanded roughly 7.1% annually on average from 2001 to 2006, and by 2009 the sector was the largest employer of graduates from the humanities and social sciences. Private tutoring is not always effective in raising academic achievement; and in some schools students commonly skip classes or sleep through lessons because they are tired after excessive external study. This means that the shadow system can make regular schooling less efficient.*

*Teachers who spend more time focusing on private lessons than regular classes can cause greater inefficiencies in the mainstream school system. Situations in which teachers provide extra private lessons for pupils for whom they are already responsible in the public system can lead to corruption, particularly when teachers deliberately teach less in their regular classes in order to promote the market for private lessons. Academic coaching is an evolution of mentoring applied to academics. Coaching involves a collaborative approach. Coaches try to help students learn how they best learn and how to operate in an academic environment. Tutors help students learn the material in individual courses while coaches help students learn how to be successful in school. In college, that includes such topics as: study skills, time management, stress management, effective reading, note-taking, test-taking, and understanding how to use a syllabus. Academic coaches meet with the student regularly throughout the semester. Coaches work with students in all kinds of situations, not just those who are struggling academically. Some highly motivated, high-achieving students will have a coach to improve their learning efficiency. Academic coaching also occurs to help students*

---

<sup>1</sup> European University-Republic of Macedonia, Skopje, Faculty of Economics, PhD, emaesmerova@yahoo.com

*prepare for entrance exams to gain entry to schools or universities. Tutoring may even be used for the whole application process to university. Academic coaching is a huge industry in Asia. For example, in India, a majority of students be it of any class or stream, visit a coaching center or a "study circle.*

**Keywords:** *learning, tutoring, coaches, enterprises and management*

**JEL Codes:** *J54, O15, M12*

---

## **INTRODUCTION**

Tutoring, as a separated function in management of human resources, plays a bigger role every day in theory and practice. Some of the basic causes are a result of the modern market economy including: permanent changes in technique, technology, increasing a rivalry among enterprises, contemporary manners of organizing and managing, the movement and the tendencies of the labor market, the fast obsolescence of the human knowledge and skill, demographic politics and many more. In today's lifestyle and trends, the work activities and tasks of the enterprises and human resources managers are more complicated and the adaptability of the enterprises is slower and harder. A tutor is an instructor who gives private lessons. Shadow education is a name for private supplementary tutoring that is offered outside the mainstream education system. Typically, a tutor provides academic assistance to one or more students on certain subject areas. Some forms of tutoring include after-school tutoring, home-based tutoring, online tutoring, and private tutoring. In the United States, the term "tutor" is generally associated with one who gives professional instruction (sometimes within a school setting but often independently) in a given topic or field. A private tutor is a private instructor who teaches a specific subject or skill to an individual student or small group of students. Such attention ideally allows the student to improve knowledge or skills more rapidly than in a classroom setting. Tutors are often privately hired and paid by the student, the student's family or an agency. Some are used for remedial students or others needing special attention; some provide more advanced material for exceptionally capable and highly motivated students, or in the context of homeschooling. Tutoring can also occur when one adult helps another adult student to study a specific course or subject that he/she is taking to get a better result. The adult can also let the student work on his/her own, and can be there if the student has any questions. The ultimate goal of a private tutor

is to foster independence. When a student no longer requires private tutoring, the tutor successfully puts him/herself out of a job.

## **THE CONCEPT AND DEFINITION OF TUTORING**

The authors of management and human resources management define tutoring as a continuous and systematic process which is achieved with the initiative of enterprises and offers security for better and shorter task execution. Tutoring is a systematic process of enrichment of knowledge, behavior and skills of the human resources with the purpose of better performance in the workplace (Бојациоски, Ефтимов, 2009, p. 151).

Tutoring is the process of possessing skills, capability and adopting rules and forming staff perspectives. Those are the methods who help newly employed and older employees to obtain skills that are required for good job performance. The employees today are trained to be better in teamwork, decision making skills, communicating skill as well as technological and computer skills. One analysis of the Mincerian rates of return of the funds from the completed training and training (in percentage) from list of countries on the Balkans, the European Countries and USA, we will get precise knowledge and information for the ventures of enterprises in the fields of tutoring and human resources management. In the British higher education system a *Tutor* is an officer of a college responsible for the pastoral care of a number of students in cognate disciplines; as against a Director of Studies in Cambridge who is responsible for the academic progress of a group of students in their own discipline, with both Tutors and Directors of Study answering to a Senior Tutor.

In the University of Oxford, the Senior Tutor is responsible, on a day-to-day basis, for all academic matters; welfare and pastoral issues; and for coordinating strategic planning of all aspects of the College's academic activities and consulting with the Academic Committee about planned academic developments or substantive changes to current practice and policy. The Senior Tutor acts with the University President and other colleagues on fellowship appointments, applications and enquiries. The Senior Tutor also acts as Tutor for Admissions, and is responsible for deciding whether applicants should be admitted to membership of the College. Additionally, the Senior Tutor oversees

the College's Communications Department, Library, Archives and the administration of the Common Room.

Those business organizations that do not have the potential to independently develop scientific and technical research may use various forms of technology transfer, which is divided into commercial and noncommercial (Georgiev et. al., 2013, p. 130; Panteleeva, 2013, p. 226). The learning curve as a function of the experience that is transformed into higher performance, and the strategic learning of the company's distinction pattern in facing the competitive environment and learning faster than the competitors so that it becomes the competitive advantage in the market, which represents, in all its different shapes and forms, the effectiveness of this intangible source (Aboiyassin, Najm, Alhmeidiyeen, 2017, p. 96).

*Table 1. Rates of return of funds from training*

Country	% rate of return of funds from training
Italy	2,3
Japan	34,4
Denmark	4,8
Sweden	5,0
Norway	5,4
The Netherlands	5,7
Finland	7,3
Germany	7,7
Australia	8,0
USA	8,4 – 17,9
Canada	8,9 – 11,5
France	10,0
United Kingdom	15,3
Mexico	16,1
Macedonia	4,3
Slovenia	5,6
Serbia	6,1

*Source:* Elgar, E. (2000). *Economic Principles for Education: Theory and Evidence*, Publishing Inc., Glensanda House, p. 30

Japan has the biggest rates of return from funds of 34.4% for training, but has the most developed systems, mechanisms and procedures of training, the most modern scientific and technical achievements, for which the technical progress gets better and better not only in the field of tutoring of human resources management, but also in other fields. The United Kingdom and Mexico have about 15-16% of return of funds from training. The other European Countries have rates of 5-8%, USA and Canada are with interval differences in the rates of 8.4-18%. The countries of the Balkan have rates of interval difference of 4.6%. According to the data, the analysis shows that Macedonia has the rates of return of funds of 4.3% and has bigger rate from one of the European Countries – France for 2% (Elgar, 2000, p. 31).

For the countries of OECD the lowest rate of return rates of funds from education and training is close to the long-lasting costs of the human capital and/or of the state discount rate. It is considered that the expansion of tutoring and seminars is a good investment for the employees in enterprises conducted by the sector managers and the human resources management. If the opportunity cost for the education is taken as a long-lasting interest rate in the financial market or the state discount rate (for example: For the rate of the management office and budget of the USA of 7%, most rates presented in the table shown above would pass the test for costs and profit) (Бојациоски, Ефтимов, 2009, p. 151).

The population which consists of people that have college degrees who follow trainings in enterprises, the rate of returns of funds invested in tutoring is higher for women besides their lower earnings, who reflect the inequality of low earnings. The higher degree of education gives opportunity for maintaining more sophisticated tutoring for human resources management and is in correlation with higher earnings.

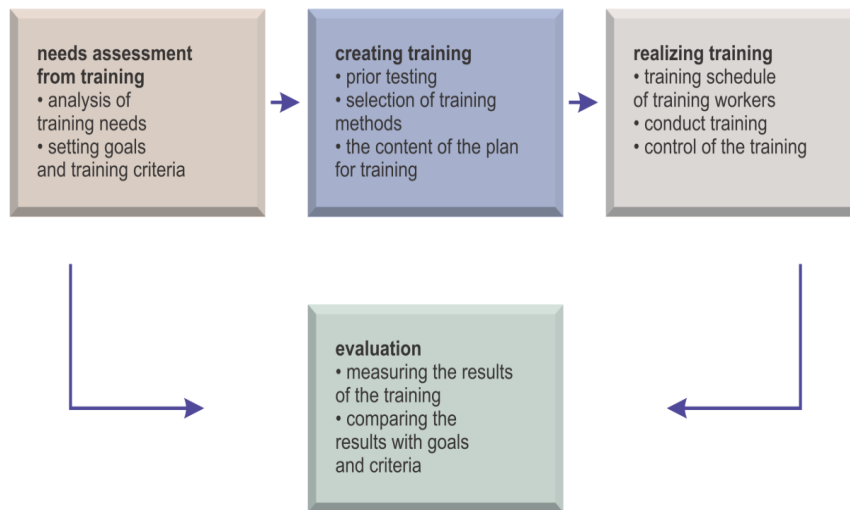
Knowledge implies everything that individual has to know in order to complete his/hers work tasks. The behavior is the perspective of the individual towards his/hers work task and the people with whom he/she interacts during executing the task. It often happens that the people have different perspectives for the tasks that they have to work on together and the view for the evaluation of human relationships as a perspective for future development of the young staff. Does the three year study at the Faculty of Law brings bigger return of

funds than the study of accounting? Does this kind of education gives the lawyers higher earnings than accountants and where are the bigger alternative for human resources management? The return rate of funds has to be looked into in a sense of beginning investments for completing trainings and seminars, because not everyone who doesn't have any kind of education can perform trainings (Dimitrieska, Stankovska, 2017, p. 79).

The estimations of the need for tutoring in enterprises is a phase of diagnosis in the plan of training. This estimation takes into account the problems in job performance and enterprises in general, so that it can determine whether the tutoring can help. The need of estimation measures the competencies of enterprises, group or individual, if they are appropriate with what is required for the strategic plan. It is necessary to determine the state before deciding if it can help and what kind of tutoring is needed (O'Connor, 2006, pp. 14-17). For example, with regards to the information of the officials in one department for payment, the manager found a problem within the employees about inputting data and working with computer keyboards, and decided that they would use instructions of that field. As a part of the evaluation of the need of tutoring, the manager implemented a test for inputting data on officials to measure their skills for working with computer keyboards. Then the manager wants to increase the officials' speed at working with the computer keyboard by inputting 60 words in one minute without any mistakes. The number of words in one minute will be the criteria that will measure the success in the tutoring (Mathis, Jakson, 2006, p. 267).

From the figure 1 you can see that the process of the systematic training consists the evaluation of the need of training, creating the training, implementing and evaluating the training.

*Figure 1. Process of system training*



Source: Mathis, R. L., Jackson, J. H. (2006). *Human Resource Management*, Twelfth Edition, Thomson - South Western, p. 267

The changes in the people behavior cannot occurred without changing the knowledge, skills and outlooks and they are the primary pillar of the process of training of human resources. The goal of the training is to make a change in the behavior of the employees in the modern enterprises, to meet the work standards and to achieve the desired results in the enterprises as well as to conceive the concept of true values. In order for one program to prepare for training it is necessary for the HR management to ask the following questions (Naumovska, 2008, p. 136):

- What is the knowledge of the employee?
- What are the results of the enterprises?
- What is the goal of the training (knowledge, motivation)?
- What is the training program?
- What is the motivation for each employee?
- Who, where, when and how is going to train the employees?
- What is the standard and what are the differences?

One of the important ways to improve the staff knowledge is by sending them to training. Training is a systematic method of changing the employees behavior for preparing a new job or for improving the performance of their work. When the enterprises possess good personnel, the additional investment in training can contribute to achieving visible results. Leading service companies shows strong activity in the field of education.

Employees from the manufacturing service enterprises are most often trained for (Naumovska, 2008, p. 136):

- Corporate culture, goals and strategy;
- Personal and technical skills;
- Productive service knowledge.

The training and trust are useful, motivating and they bring progress and that's why the investment does not represents expense, instead is an investment which gives the opportunity for company growth, increasing profits and achieving competitive advantages. The training is used by employees, but it's used the most by the newly employed in order to obtain new skills which they will use for completing their work tasks (Dessler, 2007, p. 152). The training plays a key role in managing the working effectiveness of employees (Macedonian center for international cooperation, p. 53). Management of work effectiveness implies a systemic approach to training, assessment and rewarding of employees, so that their work meets the needs and goals of the enterprises. There is one rule that says: "Judge well in all situations!" (Naumovska, 2008, p. 136). This means that the independent decision of the employee, with his good judgment, is of great importance to him. The staff, who directly is in contact with the clients at all times must have an opinion and knowledge of their own so that they can make the right decision. They are unable to waste time and ask their supervisor or the owner of the enterprise for any information. That is why the employees must decide by their own. Decisions in human resources management should be supported by training, knowledge and information that will be useful for enterprises. The training must be combined with theory and practice, and then trained candidates should take a theoretical and practical test of the subject. During this process the trainer has to be motivated (Rothwell, 1996, p. 137). Before training begins, employees need to know why they need it and they should analyze the standards for the specific work place with the expectations that the company has for them. Teachers and trainers must help the



employees and apprentices to develop and understand the blocks for building life and work skills (Петковски, Стоилкова, 2010, p. 81):

1. Acquiring knowledge;
2. Creating positive views;
3. Creating good habits;
4. Mastering skills.

The training refers to the planned activity of the company to advance the process of acquiring knowledge, skills and abilities. Companies train their employees in order to increase their competitiveness. From the employees is expected permanent learning and it is rewarded.

The focus of the social constructionism paradigm is to get rid of the idea that tutors are an authoritarian figure instead of someone who the student can collaborate with. Social constructionism is the dominant approach used in writing centers today versus the expressivism approach that was favored in the 1970s and 1980s. Others who use the term writing tutor describe the tutor as facilitating learning through active listening, responding, as well as using silence and wait time. Taking the cue from the student, these writing tutors function much like the consultants described by Griffin et al., offering suggestions and working together on a given writing task. Regardless of the title, the intent and actions of the tutor are important to writing center practitioners. A tutor may say he/she is acting collaboratively with the student and unknowingly be enforcing her or his own agenda. The ever-changing environment poses significant challenges for the teams who are involved in strategic planning (Трифонова, Коновалов, 2010a). At present the unpredictable impact the environment has often leads to limiting organizational planning to operational level (Трифонова, Коновалов, 2010b). Even though we still unable to measure, assess, and manage it according to some clear and efficient basis as we do for building management or machine management and even employee management when asked to commit the work standards or to omit them (Aboyassin, Najm, Alhmeidiyeen, 2017, p. 96).

## **CONCLUSION**

The employees must be familiar with the goals of the enterprises, and they endeavor to share the new knowledge with the other employees in the

enterprises and managers. Training and development are treated as an investment for the future, not as an expense. It is necessary to use modern forms and strategies for realization of teaching and training of employees in the enterprises that encourage the critical thinking through: analysis of case studies, problem solving, team work, preparation and implementation of a project, conducting research and evaluation. The training refers to the need to learn new skills that are provided through training that is implemented by human resources managers. One of the most primitive function of human resources management in the companies that hold market economy is training. Online tutoring is has recently emerged as another way for a student to receive help, either scheduled or on-demand. Sessions are done through an application where a student and tutor can communicate. Common tools include chat, whiteboard, web conferencing, teleconferencing and other specialized applets which make it easier to convey information back and forth. For example, there are specialized applets designed specifically for mathematics which allow the use of mathematical symbols. There is also an example-tracing tutor program that uses a behavior graph. The tutor is able to create an outline program that works a specific problem step by step. The process is activated once the student selects that problem. This is helpful for those who need help but are not able to meet face to face with someone.

Online tutoring has been gaining popularity over the past couple of years due to the ease of being able to connect to a tutor at moment's notice when help is required. This is especially effective when a student is studying for a test that is scheduled for the next day at school and is stumped on a particular problem. Not all online tutoring companies offer an on-demand tutoring service.

In Canada and the United States, writing tutor is the common term used for individuals working one-on-one with students in college and university writing centers. The terms tutor and consultant are often used interchangeably, and both terms are used with deliberation as they are seen to represent a specific relationship, role, or activity between tutor and tutee. For example, Griffin, Keller, Pandey, Pedersen, and Skinner in their 2003-2004 survey of North American writing centers describe a tutor as an expert providing a less expert learner with knowledge, implying a transmission approach. In contrast, the consultant, also expert, collaborates with the tutee in addressing the writing task, implying a social constructivist approach.

## REFERENCES

- Aboyassin, N. A., Najm, A. Najm, Alhmeidiyeen, M. S. (2017). Toward a model for managing and measuring intangibles, *Journal "Economics and Management"*, Vol. 13, Issue 1, p. 96
- Dessler, G. (2007). *Fundamentals of Human Resource Management*, Data Status, Beograd
- Dimitrieska, S., Stankoska, A. (2017). The power of attitudes and their measurements with multi-attribute models, *Journal "Entrepreneurship"*, Vol.5, Issue 1, p. 79
- Elgar, E. (2000). *Economic Principles for Education: Theory and Evidence*, Publishing Inc., Glensanda House
- Georgiev, Panteleeva, Varamezov et al. (2013). Macedonian center for international cooperation, *Handbook for management of human resources*, Skopje
- Mathis, R. L., Jackson, J. H. (2006). *Human Resource Management*, Twelfth Edition, Thomson - South Western
- Naumovska, L. (2008). *Management of human resources*, European Faculty, Second Edition, Skopje
- O'Connor, J. (2006). *Shifting Mindset, E-Learning Age*
- Бојациоски, Д., Ефтимов, Љ. (2009). *Менаџмент на човечки ресурси*, Економски факултет - Скопје, Скопје
- Трифоновна Е., Коновалов, Ю. (2010). *Трехмерная модель развития предприятия в условиях кризиса*, Российское предпринимательство, No 4, 2010