

# SUŠTINSKE KOMPETENCIJE ZAPOSLENIH I KONKURENTNOST PREDUZEĆA

## CORE COMPETENCE OF EMPLOYEES AND THE COMPETITIVENESS OF ENTERPRISES

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### Summary

Contemporary enterprises functioning in a turbulent environment need to continuously adapt to new challenges. Therefore, it is necessary for an enterprise to have adequate competencies which will provide it with a permanent competitive advantage and let it function and develop in a long-term perspective. Thus it is necessary to adequately identify and analyse the signals coming from the environment, taking into account their influence on the current and future situation of the company as a whole, and also predicting on the basis of such signals the directions of the changes in the environment and core-competence which influences the company's functioning in the future. Substantial support in this area can be provided by professional consultants who, can identify the most adequate competence of the client's enterprise so to improve it.

This article attempts to describe the issues related to the management responsibilities of employees as the most important element of strategic human resource management. Strategic human resource management covers a wide range of problems related to organization structure and culture, change management, organizational efficiency, effectiveness, competence, choice of resources for future business requirements, and general development of employees. The beginning of the article includes the characteristic and the definitions of the powers and approaches to research in this area of knowledge. Today's job market and knowledge-based economy values people who adapt to extreme demands. Employment opportunities at the workplace depend largely on the candidate's competence. The next section shows how to manage the competence of employees. The third part of the article concerns the consideration of the competence of employees in terms of knowledge management. In the last section there are reflections on what it is like to manage competitiveness of people in the organizations.

Effective management of organizations is determined by many factors. One of the most important factors is management competence since the optimal applying of organizational strategies such as seizing occasions and possibilities appearing in the environment is up to managers. After having studied the subject literature the most frequently mentioned elements of competence were determined and it was accepted that the essence of competence arises from knowledge, capabilities, experience, personal features, attitudes and behaviour of staff oriented towards effective actions within constantly changing professional situations. Identified theoretical

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management competence includes the following skills: approach towards continuous knowledge acquisition, systematic thinking, positive attitude towards changes, cultural sensitivity, entrepreneurship, communicativeness, pro market and pro quality inclination.

Human resource management holds the promise that the administration of people and treating them as a strategic resource will help the company gain a competitive advantage and excellent results. Human resource management is therefore to the most effective use of people in formulating and implementing its strategy into effect.

The article presents conditions influencing the competitiveness of enterprises together with ways of determining the key sources leading to their advantage. Additionally, evaluation criteria of enterprises' competitiveness are described. On the basis of these considerations the importance of key elements of competence in gaining and maintaining competitive advantage in the ever changing market is shown.

**Keywords:** new challenges, employment, knowledge, future business, market

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