

BÖLÜM 2

SÜRDÜRÜLEBİLİR İNSAN KAYNAKLARI YÖNETİMİ İLE MOTİVASYON YÖNETİMİ İLİŞKİSİ

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21. yüzyıl iş dünyasında hızla değişen koşullar sadece ekonomik değil, aynı zamanda sosyal ve çevresel sorumlulukları da ön plana çıkarmıştır. Bu bağlamda, sürdürülebilirlik kavramı, işletmelerin yalnızca kârlılığı değil, aynı zamanda iş tatminini, örgüt kültürünü ve uzun vadeli örgütsel başarıyı da kapsayan bütünsel bir yaklaşım haline gelmiştir. Artık şirketlerin başarısı, sosyal sorumluluk bilinci, çevresel duyarlılık ve çalışan refahını gözeten yaklaşımlar ile doğrudan ilişkilendirilmektedir. Bu çerçevede sürdürülebilirlik kavramı, yalnızca çevreyle ilgili politikalarla sınırlı kalmayıp, İnsan Kaynakları Yönetimi süreçlerine de entegre edilerek Sürdürülebilir İnsan Kaynakları Yönetimi olarak literatürde kendine önemli bir yer edinmiştir. Sürdürülebilir İnsan Kaynakları Yönetimi, örgütlerin insan sermayesini stratejik bir kaynak olarak ele alarak, çalışanların uzun vadeli gelişimini, refahını ve motivasyonunu önceleyen politikalarla şekillendirilmesini ifade eder. Sürdürülebilir İnsan Kaynakları Yönetimi, insan sermayesinin uzun vadeli gelişimini, kurumsal değerlerle uyumlu ve etik temellere dayalı bir şekilde yönetmeyi amaçlamaktadır. Bu yaklaşım, çalışanların fiziksel ve psikolojik iyi oluşlarını merkeze alırken, aynı zamanda iş-özel yaşam dengesi, sürekli eğitim olanakları, kariyer gelişimi ve çeşitliliğe dayalı kapsayıcı politikalar gibi birçok alanı da kapsamaktadır. Bu tür politikaların temelinde ise çalışanların motivasyonlarını yüksek tutmak, örgütsel bağlılıklarını artırmak ve böylece sürdürülebilir bir rekabet avantajı yaratmak hedeflenmektedir. Motivasyon ise çalışanların örgütsel bağlılıklarını, üretkenliklerini ve genel performanslarını doğrudan etkileyen temel bir unsurdur. Sürdürülebilir bir insan kaynakları yönetimi anlayışı,

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nu teşvik etme anlamında yöneticiler rehberlik ve danışmanlık yaparak önleyici ve iyileştirici yaklaşımları kullanabilir.

Çalışanların motivasyonunu güçlendirmeye yönelik çabalar, onların mesleki ahlakını korumalı, teşvik etmeli ve geliştirmelidir. Bu, profesyonelliklerinin takdir edilmesini ve çalışanların tanınma, kariyer gelişimi ve daha fazla yeterlilik gibi mesleki hedeflerinin ele alınmasını gerektirir. Sürdürülebilir İKY çalışanların kişisel ve kurumsal hedeflerine ulaşmalarını sağlayacak şekilde çalışma ortamını geliştirmelidir. Bu, eğitim ve örgütsel destek sunarak çalışanların öz yeterliliklerini güçlendirmeyi ve aynı zamanda işlerini uygun ve etkili bir şekilde yapmalarını sağlayacak temel araç-gereç, ekipman ve yeterli çalışma koşullarının sağlanmasını gerektirir.

Sürdürülebilir İKY hem çevresel ve ekonomik sürdürülebilirlik hedeflerine ulaşmayı hem de çalışanların uzun vadeli mutluluğunu, gelişimini ve iş tatmini de sağlamayı hedefleyen bütüncül bir yaklaşımdır. Bu doğrultuda oluşturulan motivasyon stratejileri, çalışanların örgüte olan bağlılığını artırmakta, yeteneklerin elde tutulmasını kolaylaştırmakta ve iş yerinde daha verimli, sağlıklı bir çalışma ortamı oluşturmaktadır. Sonuç olarak, Sürdürülebilir İKY ile motivasyon arasındaki etkileşim, sadece bireysel çalışma performansları üzerinde değil, aynı zamanda kurumların topluma ve çevreye karşı olan sorumluluklarını da etkin bir şekilde yerine getirmelerinde belirleyici bir rol oynamaktadır. Geleceğin örgütleri, çalışan odaklı, etik değerlere dayalı ve sürdürülebilirlik ilkeleriyle uyumlu İKY politikalarıyla farklılaşacaktır. Bu da onları yalnızca ekonomik değil, aynı zamanda sosyal başarıya da taşıyacaktır.

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