


# Chapter 6

## Promoting Climate Change Mitigation and Resilience Strategies Through Human Resource Management: Performance Management and Rewards for Sustainability

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### ABSTRACT

*In line with sustainable development goals principles, the long-term value creation potential of businesses has started to be measured not only by economic outputs but also by environmental and social impacts (Elkington, 1997). Accordingly, it is necessary to restructure performance management and reward systems in order for organizations to effectively implement their sustainability strategies. Aligning performance management processes with sustainability goals is reported to increase employee motivation and organizational commitment, (Warhurst, 2002). In this context, rewarding sustainability-oriented performance is not limited to financial incentives, but is also supported through intangible rewards. In order for these systems to be implemented effectively, it is necessary to integrate strategic sustainability goals with corporate vision and actions, measure sustainable performance*

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*indicators, create an organizational culture conducive to stakeholder engagement, base leadership activities on sustainability principles, and establish a fair reward system.*

## **INTRODUCTION**

In today's world, where unlimited wants and needs are tried to be met with limited resources, the rapid depletion of resources is an extremely important problem. In order to solve this problem, states have come together and tried to produce solutions to protect the resources of future generations. Since the 1960s, the activities of people and governments have been shaped in line with the aim of protecting nature and future generations (Elkington, 2006). These new behavioral patterns based on sustainability have closely affected the activities of businesses.

Especially with the awareness of the consumer group and the prominence of sustainability as a competitive factor, this issue has become of vital importance for businesses. Within the scope of sustainability, businesses first focused on using resources effectively in production and management processes. Later, they started to integrate sustainability into all their processes due to factors such as meeting customer expectations, creating an effective image, high profitability and strategic reasons. However, for the successful implementation of sustainability, employee engagement and motivation play as important and determining role as management decisions (Merriman et al., 2016). In order for employees to be motivated about sustainability, it is necessary to increase employee awareness (Das & Singh, 2016). Human Resource Management plays an important role in raising employee awareness and ensuring real environmental sustainability (Singh et al., 2020).

The 21st century sustainability approach goes beyond traditional corporate performance evaluation paradigms. In this context, redesigning performance management systems in line with sustainability principles increases the long-term value creation potential of organizations and plays a critical role in meeting stakeholder expectations. Sustainability-focused restructuring of performance management is seen as a fundamental tool for achieving behavioral and cultural transformation within the organization.

In order to increase the contribution of employees to sustainability goals and to ensure that corporate strategy is effectively reflected on the ground, performance-based reward systems should also be considered from a sustainability perspective. As a matter of fact, recent studies have shown that rewarding sustainability performance with tangible and intangible incentives strengthens employee motivation and organizational commitment (Eccles et al., 2014).

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