

The influence of Green HRM practices at Lopesan Hotel Group

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Corporate sustainability transcends mere social responsibility; it emerges as a profitable strategy critical for long-term business success. By making sustainability a central focus of both business operations and human resources departments, companies can gain significant competitive advantages. The adoption of ethical and responsible practices, such as the integration of green human resource management (green HRM) initiatives, not only fosters workplace diversity and inclusion but also entails the incorporation of training programs to improve employees' green knowledge and awareness, along with the provision of corporate social responsibility programs to support local community development (SourceBae, 2023).

Specifically, green HRM should lead organizational change, promoting transformation both internally and externally. It involves the implementation of policies and practices that encourage the development of green behavior among employees, necessary to advance towards an environmentally conscious, resource-efficient, and socially responsible organization. Within this framework, continuous training of employees in sustainability with internal programs in reskilling and upskilling processes stands out.

From this perspective, let's examine the firm commitment to sustainable development and green policies enacted by the Lopesan Hotel Group, alongside some of its action plans within the internal HR function, which underscore its strong allegiance to the three primary pillars of sustainability: environmental stewardship, social responsibility, and good governance. The sustainable initiatives led by the Lopesan Hotel Group are gaining traction as a distinguishing promotional asset, particularly in London (Lopesan Hotels & Resorts, 2022). With a significant footprint encompassing over 7,000 rooms spread across four countries, the company holds a prominent position in the tourism landscape of the Canary Islands and is recognized as a key player in Spain. Notably, it has set forth an ambitious goal to achieve decarbonization across its operations within the next five years.

Within the framework of the RHevolución project by the Lopesan Hotel Group, recipient of the Canary Islands HR Excellence Award, the primary aim is to elevate the Lopesan Hotel Group's value proposition, attract new professional talents, and enrich the overall employee experience by placing individuals at the forefront of the company's strategies (Lopesan Hotel Management, 2022). Efforts have been initiated to cultivate a work environment characterized by closeness, personalization, and active participation, enabling employees to stay informed about company projects through smooth internal communication channels. These initiatives provide ample opportunities for dialogue, allowing employees to freely express their opinions and ideas. Through these interactions, the Group aims to evolve alongside its employees, leveraging their contributions to enhance the company's environmental performance.

Likewise, as seen in the methodology developed by Lopesan Hotel Group to ensure corporate sustainability, performance evaluation, and goal setting play key roles. These practices aim to assess, inform, and acknowledge the efforts of the individuals comprising the Lopesan Hotel Group team, all in perfect alignment with the organization's core values. Furthermore, innovative compensation and reward systems have been implemented to act as mechanisms for positive reinforcement. These include practices such as an internal newsletter exclusively dedicated to talent or recognition videos highlighting the contributions of employees featured on corporate platforms. These efforts are designed to foster and nurture desired behaviors within the company, manifested through acts of solidarity and a commitment to environmental stewardship or the efficient utilization of resources within the circular economy framework.

Additionally, as part of green HRM practices, the option of conducting a green-tailored recruitment and selection process has been introduced. This approach aims to integrate individuals with eco-friendly attitudes into the workforce, individuals who resonate with the company's sustainable vision and ethos, thereby seamlessly aligning with its overarching sustainable culture.

Furthermore, the support and commitment of top management to green practices are key to driving sustainable work and organizations, which must go beyond greenwashing (Murillo-Ramos et al., 2023). In line with this, the report by Nästa, an innovative super app developed by Zubi Labs to promote sustainable living among employees, in partnership with Fresh People, a prominent national expert in talent identification and development, reveals that half of the

surveyed companies currently provide sustainable initiatives. Notably, 75% of these organizations view such initiatives as instrumental in talent retention (Emprendedores, 2024). Effective talent management and sustainability intertwine to shape a thriving organizational landscape. By prioritizing talent development, implementing robust training initiatives, enhancing work-life balance, and fostering diversity and inclusion, companies can cultivate agile and resilient teams capable of evolving in tandem with the organization. Moreover, investing in green HRM not only boosts employee satisfaction but also enhances employer branding and fosters environmental stewardship, aligning with the preferences of an increasingly eco-conscious consumer base. These multifaceted benefits underscore the strategic value of integrating sustainability into HRM practices.

In conclusion, the integration of sustainable practices within HR management serves as a cornerstone for achieving long-term business success. As evidenced by the Sustainable Travel Report 2023 by Booking, where 79% of users express a preference for environmentally responsible accommodations, green HRM is pivotal in meeting evolving consumer demands. Furthermore, by understanding and addressing the attitudes, behaviors, and values of individuals, green HRM practices pave the way for organizations to fulfill the Sustainable Development Goals (SDGs) and promote equitable employment opportunities. Embracing green HRM is not only a strategic imperative but also a moral obligation to foster a sustainable future for all.

Sources

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Questions about the case

1. How can integrating green HRM practices enhance corporate sustainability efforts within the hospitality industry?
2. What specific initiatives has Lopesan Hotel Group implemented to promote employee engagement and foster a culture of environmental responsibility?
3. What are the potential benefits of investing in green HRM practices for both employees and organizations within the tourism sector?