Factors influencing recruitment in the Solar Energy Sector

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Abstract
The solar energy sector has grown by leaps and bounds during recent times, and particularly in the tropical countries which receive ample solar radiation throughout the year. To meet the global demand for clean energy and sustainable development, many countries in the world have given great importance to renewable energy integration and tropical countries have deployed solar energy in a big way, in this direction.
Hiring involves an understanding of how businesses work, as well as the ability to discover and match suitable employees with open positions. Human resource (HR) personnel, who are in charge of the company's recruiting efforts, are continually up against new obstacles. Finding the best employees or potential candidates for a company is a major problem for these experts. The performance of any solar energy industry is greatly dependent upon the skills, competencies, productivity, and experience of employees working in it. As very little research has been done in this domain, this paper studies the various factors that affect the recruitment of employees in solar energy industries and makes recommendations to address various challenges which have to be overcome, in the process.

Keywords: *Renewable energy, Solar energy, Recruitment, Human Resources (HR), Skills*

Introduction

The organization's ability to achieve its objectives depends critically on its ability to recruit. In the end, recruitment is a strategic lever that influences all other human resources actions. With this pool of potential workers, the organization's management may quickly and easily choose the perfect individual for the right position. Organizations' competitive power and strategic advantage are built in the first phase of their human resources department's recruiting and selection process.
According to Flippo, "recruitment is the process of finding and enticing potential employees to apply for positions in the business." Recruitment is the process through which companies and job seekers are connected. Finding and enticing qualified candidates for employment is the goal of the recruitment process. When potential recruits are searched for, the process starts and finishes with the submission of their applications. As a consequence, new hires are chosen from a pool of applicants.
Recruitment, as defined by Yoder, "is the discovery and use of effective strategies for attracting the personnel necessary to permit successful selection of competent workforce" in order to satisfy staffing schedule needs. It's the process of identifying potential sources of manpower to satisfy staffing needs and implementing strategies that effectively attract a sufficient pool of applicants to make the process of selecting an effective workforce more efficient. When a company doesn't have any open positions, it is nevertheless attempting to build a pool of competent candidates for future positions. When management requests an employee's application for a particular or expected vacancy, the recruiting process often begins. Faster selections are a primary goal of the recruiting process.

Recruitment- A Major Human Resource Challenge

Recruiting is a challenging task for HR because of the following factors:

- It is anticipated and needed that HR professionals keep pace with the ever-changing times, i.e. the developments taking place globally. The HR department should ensure that the procedure is completed on schedule.
- Recruitment is seen as an onerous task, which contributes to a lack of motivation. If the company is successful, the HR department or specialists aren't rewarded for their efforts in finding the proper workers and performance.
- HR's primary recruiting priorities revolve around expediency and immediate results. Processes should be adaptable and sensitive to the current needs of the organization. The expense of the recruiting procedure should also be considered.

- The rising technological systems provide both opportunities and challenges for HR practitioners. As a result, the recruiting experts have a problem in analyzingpersonnel requirements and prioritizing duties to keep up with market developments.

Issues of recruitment

One of the most prevalent issues in recruiting and selection is a lack of proper Human Resource (HR) Planning, according to Kaplan and Norton (2004). Human Resource Management (HRM) policies and practices are shaped by meticulous HR planning. This is especially true when it comes to rules and procedures governing recruiting and selection. The fundamental aim of HR planning is to get the appropriate amount of people with the appropriate skills, experience, and competencies in the right roles at the appropriate time at the right cost. An organization must have a comprehensive set of rules in place to ensure that it is able to recruit and deploy the right people at the appropriate time.

Recruitment and selection are heavily dependent on the competence of HR managers, according to a previous study. HR specialists with extensive experience will not only reduce the time it takes to fill vacancies, but will also increase the quality of candidates. Furthermore, only a committed and capable HR staff can conduct efficient recruiting and selection. Norton and Kaplan (2004).

Review of Literature

The renewable energy industry in India employs 719,000 people both directly and indirectly, placing it the world's fourth-biggest employer. Since 2015, 303,000 jobs have been created. At 347,000 people, hydropower in India accounts for 48 percent of all employment in the country that is renewable, according to the International Renewable Energy Agency (IRENA). Following current trends, solar PV in India was the country's second biggest employer in the renewable energy industry, sustaining over 115,000 employment directly and indirectly (16 percent of renewable energy jobs). The biogas sector employs 85,000 people, the solid biomass industry employs 58,000 people, the wind power business employs 58,000 people, and the liquid biofuels industry employs 60,000 people (35,000 jobs or almost 5 percent).

During a COP26 seminar titled “Changing the Climate for the Most Vulnerable: Lessons on Climate Resilience in India, from Green Villages to Cool Cities”, NRDC along with the Council on Energy, Environment, and Water (CEEW) and Skill Council for Green Jobs (SCGJ) distributed their report, “India's Expanding Clean Energy Workforce: Opportunities in the Solar and Wind Energy Sectors”, which focused on India’s new climate objective. According to their research examining solar and wind jobs in 2020-21 and the employment possibilities of India's 500 GW ambition it was found that smaller scale solar energy, such as solar PV or distributed renewable energy, creates more employment in India and throughout the globe. These positions, which are often located in rural regions, might benefit economically marginalized populations by providing them with a source of income. According to a World Economic Forum (WEF) report, India's move to a net-zero economy may produce 50 million employment by 2070 and more than $1 trillion in economic opportunities by 2030.

According to a report published in the Institute of Energy Management and Research, training infrastructure is a major issue in securing an appropriate workforce for the business. Thermal induction infrastructure is good, while Hydro and Power System induction infrastructure is abysmal. Only 3% of the capacity needed for Refresher Training is available, and this is a major factor in the inability to find the appropriate people with the relevant skills and abilities. In addition, just 4% of the present demand for management training is being met by the existing infrastructure. This has a tremendous influence on the ability of organisations to make decisions, as well as their efficiency and effectiveness. In a rapidly changing business environment, a lack of management skills might hinder an organization's capacity to adapt and flourish. There must be an emphasis on economic, social, and environmental elements of industrial management in such a situation.

Dr.Shaukat Malik and MehboobHussain (2012) stress the importance of having a well-functioning Human Resources department. The HR department has a wide range of responsibilities, including hiring, training, and implementing policies and procedures, as well as determining compensation and benefits for workers that work for the company. The Human Resource department's selection of new employees is a crucial and significant choice. This study sheds light on the difficulties that firms in Pakistan confront when it comes to recruiting new employees. This study also found that discrimination has a greater impact and is regarded as a big problem in Pakistani employee recruiting, whereas selection criteria are believed to be the least influential issue.

Kapse (2012), in an article on E-recruitment, argues that while online recruitment has many advantages for companies, such as lower costs, shorter hiring cycles, and faster hiring cycles, it also has some drawbacks, such as the need to scrutinize applications and a general lack of awareness about the internet in India in some places. They also argue that employers prefer face-to-face interviews.

According to AsthenopoulouGeorgia(2013), the HR system's essential ideas of recruiting and selection were laid forth, with a focus on the insurance industry in particular. Recruitment and selection definitions, purposes, techniques, and critical phases are all covered in detail in the first section. Candidates' abilities, talents, and achievements are highlighted throughout the hiring process. Developing a list of applicants, designing a selection strategy, finding, fully assessing, and choosing the most qualified people are all steps in the process. Recruiting and selection in multinational companies are discussed, with a focus on cultural aspects, the qualities of effective international managers, and expatriates, due to the fast worldwide exposure many firms' recruitment and selection functions have undergone.

Zinyemba (2014) did research on "The Challenges of Recruitment and Selection of Employees in Zimbabwean Organizations" The results of a study conducted in 10 Zimbabwean organisations on the difficulties they experience in recruiting and selecting new employees are presented in this article. These include brain drain, excessive turnover in the workforce, a lack of skills and experience available in the job market, as well as unemployment. Recruitment fees are another issue to contend with. When it comes to recruiting, smaller firms have a tougher time competing with larger organisations that have more resources and can afford to offer higher wages. Employers also have issues in recruiting and choosing people due to a lack of human resources planning, the location of positions, and the use of information technology in advertising. There has been a lack of openness in the hiring process, a lack of confidence in the personnel, and favouritism in both external and internal promotions as a result of these issues. Having a well-managed recruiting and selection process helps a business make informed judgments about a potential employee. Human resource planning and correct job descriptions are vital to guarantee that the abilities required for the company's goals are given primacy.

A review conducted by Tyagi et al., (2017) examined how solar enterprises should use HR strategies that are distinct from the usual techniques of skill development. In order to attract and retain skilled manpower, solar companies should implement a few HR strategies, such as well-defined career growth/mapping to people with a vision and value analogy for individual capabilities, long-term career goals, enhancing the organization's reputation through brand building, and fostering a work environment that encourages innovation. Opportunities for personal growth, a sense of ownership among employees, and the creation of entrepreneurial opportunities inside the organization are just some of the benefits that the solar sector in India may provide to its employees, as well as its beneficiaries. A "business model" for managing personnel is promoted as a result of the combination of these two tactics.

The research "Challenges in Recruitment and Selection Process: An Empirical Study" was carried out by Rozario et al. (2019). Based on a variety of viewpoints, such as those of the hiring members, successful candidates, and failed applicants, this research aims to uncover key elements in an employee selection process. Feedback, interview panel participation, preparations and relevancy of the interview questions were all examined and their relationships explored in order to acquire insights into making relevant suggestions for improving the process.

A review was conducted by Kumar et al., (2020) which aimed to identify various challenges faced by the renewable sector. One of the challenges studied in the paper was that of employment. According to the findings, it was observed that (a) most renewable sector jobs are contract-based, and workers do not have the security or stability that comes with having a permanent position. b) The sector has the ability to reduce poverty if people work continuously in it. c) The lack of knowledge about job opportunities and their qualifications prevents the majority of low-income individuals from completing basic education requirements and entering the labour market. d) The participation of women in the renewable energy industry is not included in many renewable energy plans. e) It is difficult to establish a link between renewable energy employment and poverty alleviation because of the lack of statistics.

Research Gap

In different industries and academic institutions, thus far several studies have been carried out in order to better understand the difficulties that organizations have in recruiting or the elements that impact the organization's ability to recruit good employees. However, the H.R. requirements of the solar energy industry have received less attention in comparison to other sectors, and hence more research is required in this area to meet the global challenge of increasing demand for skilled employees in the solar energy sector.

Need for the Study

Most research on human resource management and human resource practices in India has been undertaken mostly in industries other than the solar energy industry. According to studies, the solar energy sector is one of the industries in India that is growing in importance but has received very little attention from an HR perspective. Because human resource professionals encounter several problems

when recruiting new employees in the solar energy industry, it is important to explore the factors that impact the recruitment of people, as well as those that provide a challenge to human resource practices.

Statement of the problem

It is increasingly difficult for HR managers to keep up with the demands of a globally competitive market and a diverse economy. Because human resources are necessary and highly important for any organization, regardless of its size or type, maximizing the use of already employed people is a very difficult job for any HR manager in today's competitive environment. Because of this, we have picked this subject and attempted to analyze the increasing difficulties in HRM and come up with answers to these issues in the solar energy industry.

The objective of the Study:

- To understand the factors that influence the recruitment of manpower in solar energy companies.
- To provide a framework for better recruitment strategies to enhance manpower acquisition in companies.

Methodology

Data sources

The data sources required for the study was primary in nature. The primary data sources were the employees of a company dealing with solar energy products.

Research Design

The current study employs a descriptive research design, which helps in clearly defining the set of research goals before moving on to the creation of a questionnaire and doing the analysis.The goal of descriptive research is to gather data that may be used to characterize phenomena, situation, or population in detail.

Research Instrument

The researcher prepared a structured questionnaire with a list of questions that were drawn from literature review and experience, which related to certain factors that may influence the recruitment of individuals in the organization.

Sampling Design

Convenience sampling method is used to select respondents. Sample size = 30 respondents who were employees belonging to the solar energy sector.

Analysis of Data

The data to determine the factors is analyzed using the Statistical Package for Social Sciences. The data is analyzed using Pearson correlation that would further determine the validity of the questions prepared by the researcher and determine if it is significant among the factors that influence recruitment.

Results and Interpretation

Table 1: Shows the descriptive statistics of the factors affecting recruitment

Factors	Label	N	Mean	Standard Deviation	Minimum	Maximum
Efforts to improve job satisfaction among employees of the organization will help in attracting talented manpower for the future.	F1	35	4.17	0.85	2	5
There is a shortage of candidates who possess the skills set or expertise of recruitment in the field of solar energy sector	F2	35	4.02	0.85	3	5
Efficient Human Resource Management practices are necessary to improve the quality of employee recruitment.	F3	35	4.37	0.73	3	5
Smart approaches are not currently being adopted for using data to attract, hire, and develop the best talent in the solar energy sector.	F4	35	3.68	1.15	1	5
A sufficient number of specialized courses on 'Renewable Energy Technologies' are NOT presently available in universities, colleges, and training institutes, affecting campus recruitment.	F5	35	4.22	0.77	2	5

Legal and regular employment in the solar energy industries is currently INSUFFICIENT to facilitate the recruitment of manpower to meet future demands.	F6	35	4.40	0.81	2	5
Training and Research institutes in the solar energy sector are unable to train enough skilled employees to meet the needs of the industry.	F7	35	4.17	0.61	3	5
My company lacks advanced training facilities to train an adequate number of engineers and technicians.	F8	35	3.94	1.21	1	5

The above table shows the descriptive of the factors with the mean and standard deviation of each factor. The minimum and maximum values of the respondents are also shown in the above table.

Table 2: shows the descriptive statistics of Factor 1

Factor 1: Efforts to improve job satisfaction among employees of the organization will help in attracting talented manpower for the future.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	0	0.0	0.0	0.0
	Disagree	1	2.9	2.9	2.9
	Neutral	7	20.0	20.0	22.9
	Agree	12	34.3	34.3	57.1
	Strongly Agree	15	42.9	42.9	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 42.9% and 34.3% of the participants strongly agree and agree respectively that if efforts are made to improve the job satisfaction of employees, it would further help in attracting manpower to the company. On the other hand, 20% of the participant were confused about whether improving job satisfaction would make a difference in attraction of the manpower, hence they were neutral in their responses. 2.9% of the sample, however, disagreed with the point that even if efforts were made the companies in the solar energy sector will not be able to attract talented manpower.

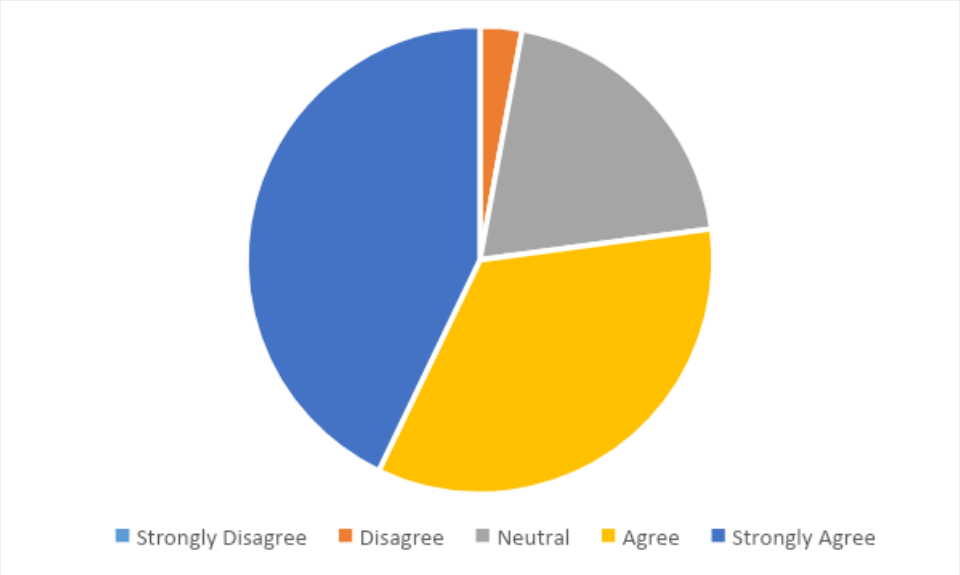


Figure 1

Table 3: shows the descriptive statistics of Factor 2

Factor 2: There is a shortage of candidates who possess required solar energy related skills for recruitment					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly Disagree	0	0.0	0.0	0.0
	Disagree	0	0.0	0.0	0.0
	Neutral	12	34.3	34.3	34.3
	Agree	10	28.6	28.6	62.9
	Strongly Agree	13	37.1	37.1	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 37.1% and 28.6% of the participants strongly agree and agree respectively that there is a shortage of candidates who possess skills to be in the solar energy sector. On the contrary, results also showed that none of the participants disagreed with the similar fact that there exists a shortage of skilled candidates in the energy sector. However, 34.3% of the participants were neutral and had no idea if there is an actual shortage of candidates.

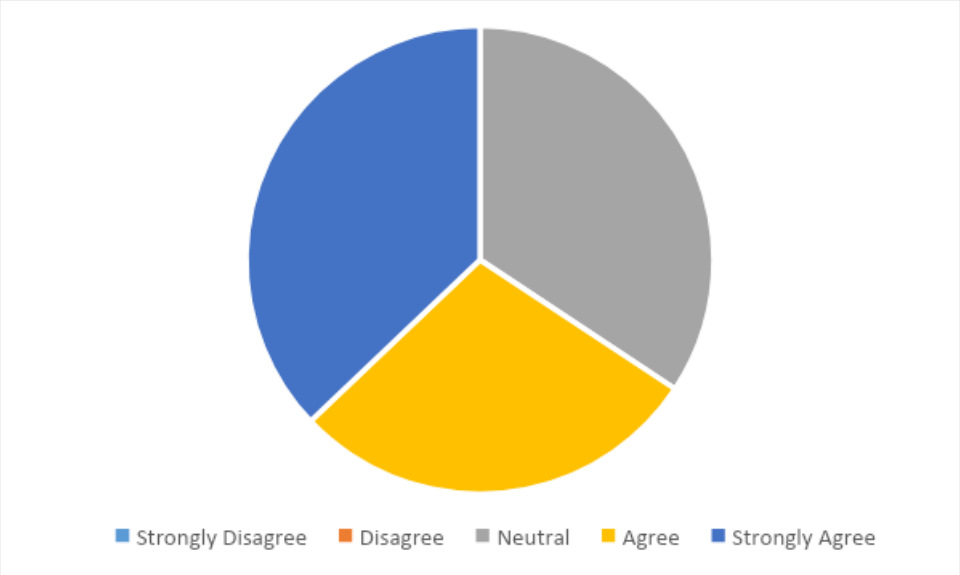


Figure 2

Table 4: shows the descriptive statistics of Factor 3

Factor 3: Efficient Human Resource Management practices are necessary to improve the quality of employee recruitment					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly Disagree	0	0.0	0.0	0.0
	Disagree	0	0.0	0.0	0.0
	Neutral	5	14.3	14.3	14.3
	Agree	12	34.3	34.3	48.6
	Strongly Agree	18	51.4	51.4	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 51.4% and 34.3% of the participants strongly agree and agree respectively that to improve the quality of recruitment, HRM practices are important. However, 14.3% of the participants were neutral about whether HRM practices are important for the betterment of recruitment processes. On the contrary, none of the participants seemed to disagree that to improve the quality of recruitment in the solar energy sector, better HRM practices should be involved.

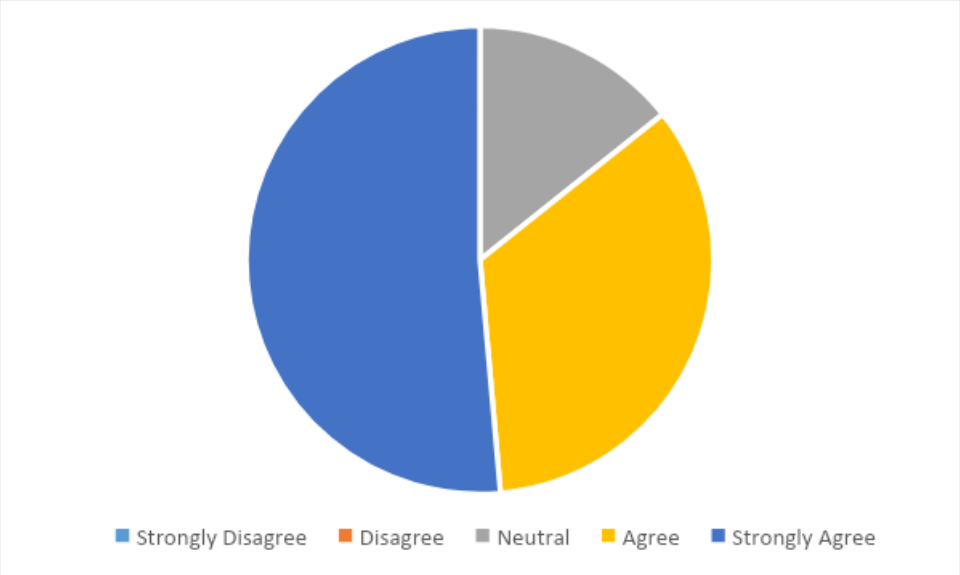


Figure 3

Table 5: shows the descriptive statistics of Factor 4

Factor 4: Smart approaches are NOT currently being adopted for using data to attract, hire, and develop the best talent in the solar energy sector					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly Disagree	3	8.6	8.6	8.6
	Disagree	1	2.9	2.9	11.4
	Neutral	9	25.7	25.7	37.1
	Agree	13	37.1	37.1	74.3
	Strongly Agree	9	25.7	25.7	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 37.1% of the participants agree and 25.7% strongly agree that smart approaches are not integrated to attract talent in the solar energy sector. However, 25.7% of participants are neutral and do not have any idea if smart approaches are being adopted or not to attract talent. On the contrary, 8.6% and 2.9% of the participants strongly disagree and

disagree respectively with the idea that smart approaches are not adopted to attract the best talent. They feel that the approaches taken by the organizations are valid enough to attract the best talent.

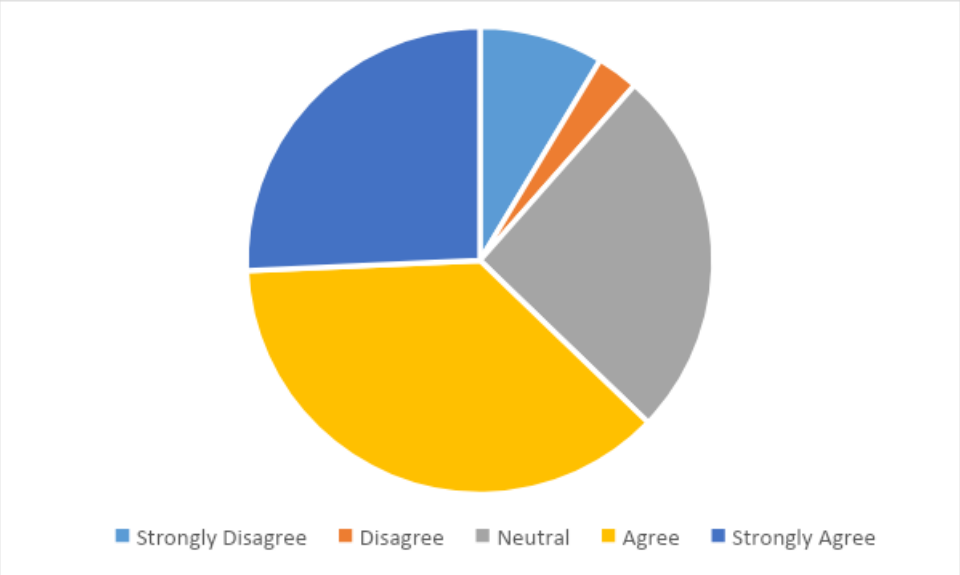


Figure 4

Table 6: shows the descriptive statistics of Factor 5

Factor 5: A sufficient number of specialized courses on 'Renewable Energy Technologies' are NOT presently available in universities, colleges, and training institutes, affecting campus recruitment.					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly Disagree	0	0.0	0.0	0.0
	Disagree	1	2.9	2.9	2.9
	Neutral	4	11.4	11.4	14.3
	Agree	16	45.7	45.7	60.0
	Strongly Agree	14	40.0	40.0	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 40% and 45.7% of the participants strongly agree and agree respectively that specialized courses on renewable energy technologies are not currently available in colleges which further affects the campus recruitment of the students. On the contrary, 2.9 % of participants disagree that the courses that are provided in the colleges ultimately do not affect campus recruitment. However, 11.4% of participants do not hold any idea about the specialized courses in colleges and if they actually affect campus recruitment.

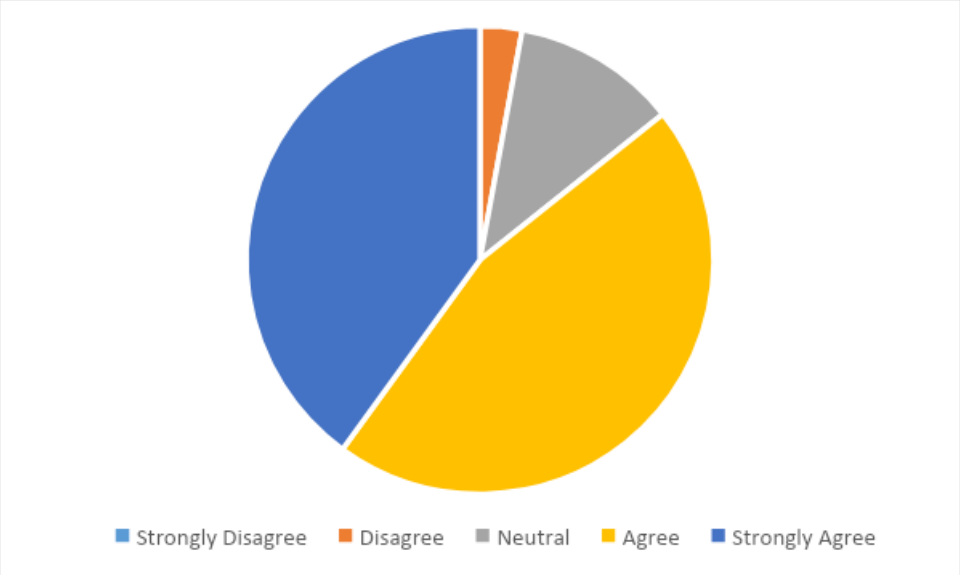


Figure 5

Table 7: shows the descriptive statistics of Factor 6

Factor 6: Regular employment in the solar energy industries is currently INSUFFICIENT to facilitate the recruitment of manpower to meet future demands					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
	Strongly Disagree	0	0.0	0.0	0.0
Valid	Disagree	1	2.9	2.9	2.9
	Neutral	4	11.4	11.4	14.3
	Agree	10	28.6	28.6	42.9
	Strongly Agree	20	57.1	57.1	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 57.1% and 28.6% of the participants strongly agree and agree with the fact that there is insufficient employment in the solar energy sector to facilitate the recruitment of manpower for future demands. On the other hand, 2.9% of respondents disagree with the same whereas 11.4% are neutral about the insufficiency of regular employment in the solar energy sector.

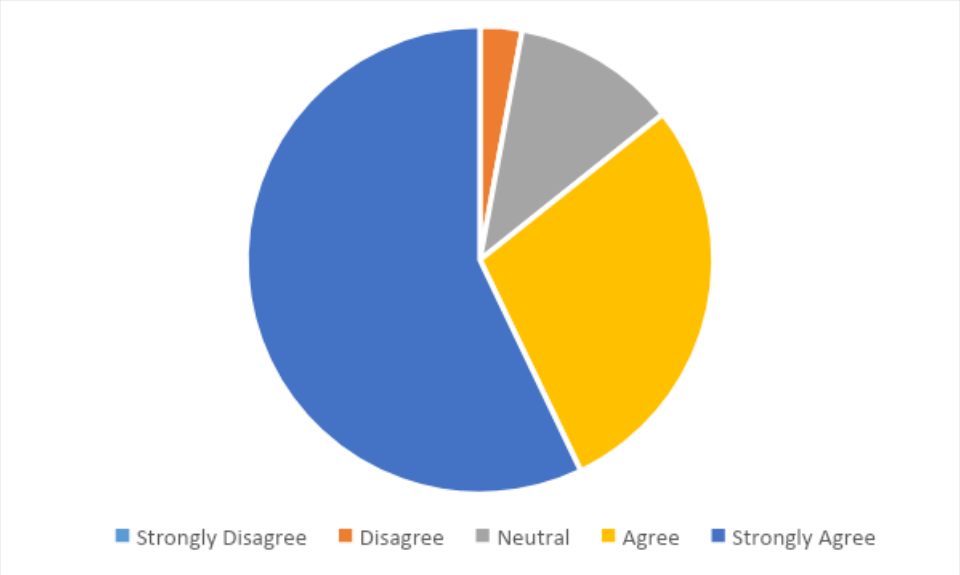


Figure 6

Table 8: shows the descriptive statistics of Factor 7

Factor 7: Training and Research institutes in the solar energy sector are unable to train enough skilled employees to meet the needs of the industry					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly Disagree	0	0.0	0.0	0.0
	Disagree	0	0.0	0.0	0.0
	Neutral	4	11.4	11.4	11.4
	Agree	21	60.0	60.0	71.4
	Strongly Agree	10	28.6	28.6	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 60% of the participants agree and 28.6% strongly agree that there is a lack of training and research institutes that are unable to train employees in the solar energy sector. On the other hand, 11.4% of respondents are neutral about the idea of the same.

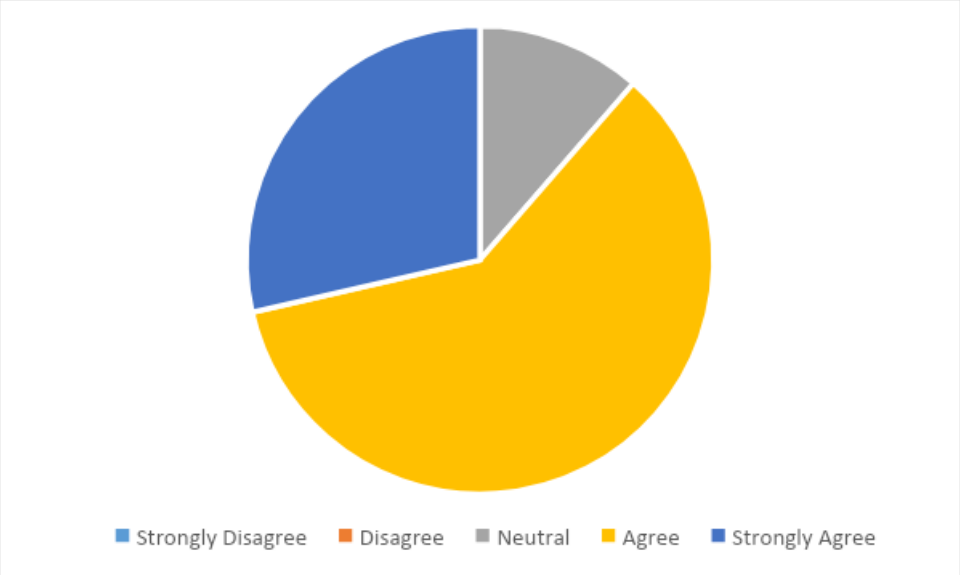


Figure 7

Table 9: shows the descriptive statistics of Factor 8

Factor 8: My company lacks advanced training facilities to train an adequate number of engineers and technicians					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Strongly Disagree	3	8.6	8.6	8.6
	Disagree	1	2.9	2.9	11.4
	Neutral	5	14.3	14.3	25.7
	Agree	12	34.3	34.3	60.0
	Strongly Agree	14	40.0	40.0	100.0
	Total	35	100.0	100.0	

The above table shows the responses given by the participants. 40% of the participants strongly agree and 34.3% agree that there is a lack of training facilities to train technicians in solar energy sectors. On the other hand, only 8.6% of respondents strongly disagree and 2.9% disagree the same. 14.3% of the participants, however, do not possess any idea if their companies lack training facilities for the enhancement of the training of technicians.

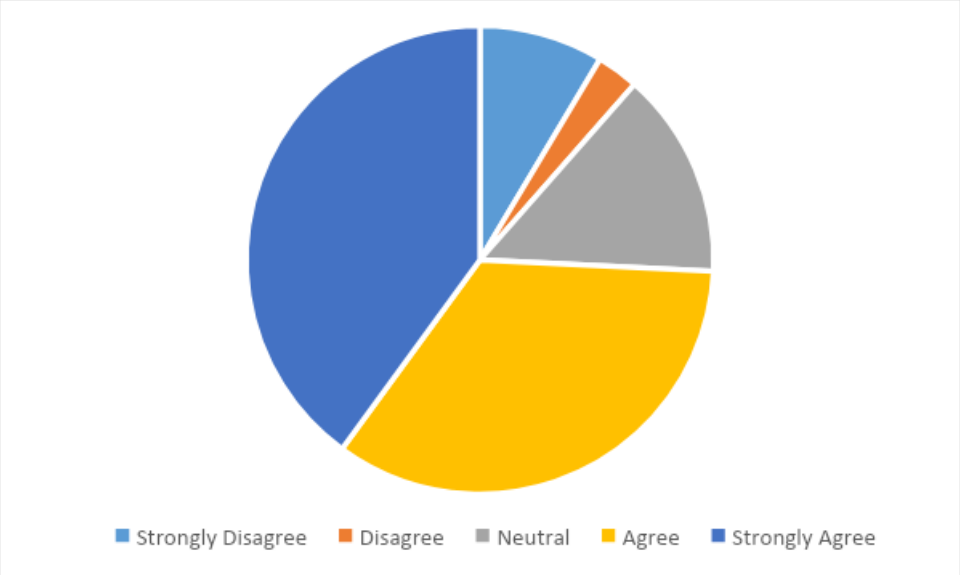


Figure 8

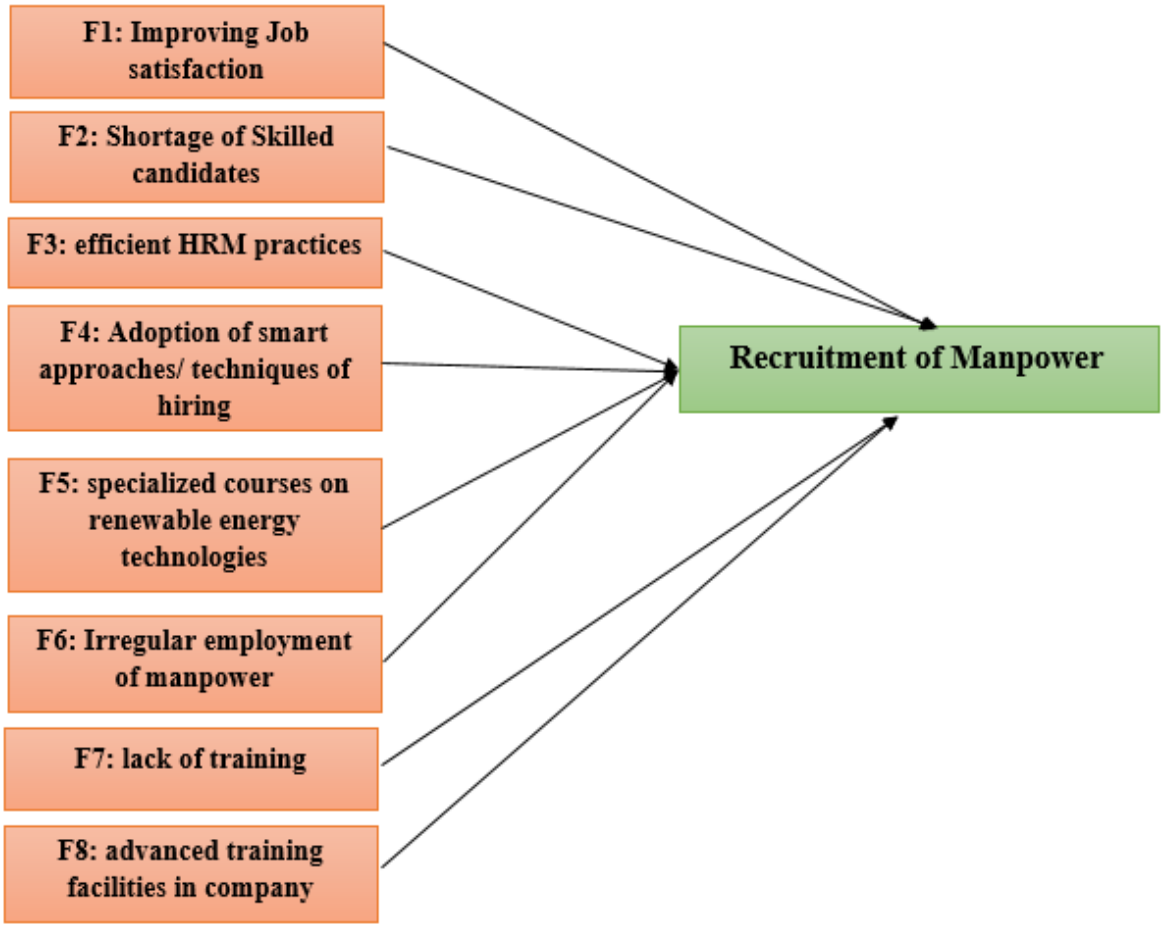
Table 10: shows the significance of the factors affecting recruitment

S.No.	Factors	N	Pearson correlation	Sig. value
1	Efforts to improve job satisfaction among employees of the organization will help in attracting talented manpower for the future.	35	0.51	.002
2	There is a shortage of candidates who possess the required solar energy-related skills for recruitment	35	0.62	.000
3	Efficient Human Resource Management practices are necessary to improve the quality of employee recruitment	35	0.57	.000
4	Smart approaches are NOT currently being adopted for using data to attract, hire, and develop the best talent in the solar energy sector	35	0.81	.000
5	A sufficient number of specialized courses on 'Renewable Energy Technologies' are NOT presently available in universities, colleges, and training institutes, affecting campus recruitment.	35	0.73	.000
6	Regular employment in the solar energy industries is currently INSUFFICIENT to facilitate the recruitment of manpower to meet future demands	35	0.74	.000
7	Training and Research institutes in the solar energy sector are unable to train enough skilled employees to meet the needs of the industry	35	0.62	.000
8	My company lacks advanced training facilities to train an adequate number of engineers and technicians	35	0.66	.000

**** Significant at 0.01 level**

The above table shows the significance of the factors that affect the recruitment of the candidates in the solar energy sector. From the above table, it can be indicated that all the factors play a significant and key role in determining the recruitment strategies and skilled manpower in the solar energy industry. The significant value of each factor is $p<.05$, which indicates that each factor is equally important in determining the recruitment strategies in the solar energy industry.

Proposed framework



Conclusion and Discussion

The findings of the study indicate that all the factors considered in the present study play a significant role in determining the recruitment strategies that can be undertaken in the solar energy sector. The solar energy sector is one domain that has been less explored in terms of HRM practices and HR recruitment, thus having a lot of HR challenges for the companies who are part of the solar energy industry. The literature review conducted for the current study also determined that there has been less research conducted in this sector. The current study aims to understand the factors that influence recruitment practices in the solar energy industry. The current study considered 8 factors that could influence recruitment practices. The hypotheses were in line with the statement that these factors would significantly influence the recruitment practices that take place in the solar energy sector and the hypothesis of the study was confirmed through the results. The results indicated that all eight factors play a key role in determining the recruitment of employees in the collar energy industry. The study also aims to provide a framework for better recruitment practices in the industry.

According to the findings, there is a need to improve employee job satisfaction, human resource management practices, approaches, and training and research institutes in the solar energy industry in order to attract more manpower and instill skills in employees in order to achieve better and more efficient productivity. Students should be taught in a practical environment, and universities and colleges that offer solar energy courses and place students in the industry should strive to improve course structure and employ a practical-based approach and education for students in order to provide them with better job opportunities in the future.

A study conducted by Cameron et al., (2015) investigated Wind, solar, biomass, and geothermal power in terms of job potential (for multiple geological formations and depths). Traditional energy sources, such as

nuclear power, hydropower, and coal power production, had also been evaluated in the study for their potential job-creation impact. The results of the study showed that Wind, PV, and other renewable energy sources, all have lower capacity factors than traditional sources, making it easier to show that renewables have a positive impact on jobs than do conventional sources. This may be done by comparing the number of jobs created per unit of energy produced. As a result of increased primary data collection on conventional generating technology's employment intensity, any claims of net employment advantages from renewables would be more credible.

Future researchers can investigate the aspects of recruitment and selection, as well as the process that is followed in the industry, in order to gain a better understanding of the dynamics of recruitment in the solar energy industry. This will allow them to develop a more in-depth approach to how recruitment takes place and what further improvements can be made. Besides recruiting, the selection criteria of the personnel may also be kept in mind for future research purposes in addition to the recruitment criterion.

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