



EMPOWERING SUSTAINABLE GROWTH THROUGH PEOPLE: TALENT ACQUISITION AND HR OPERATIONS IN A GROWING SOLAR FINANCE COMPANY

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ABSTRACT :

This paper studies talent acquisition and HR operations at a Solar Finance Company, an RBI-registered NBFC that finances rooftop solar and other clean-energy projects in India. It draws on an eight-week on-the-job training internship (May to July 2026), direct observation of HR work, company documents, and a questionnaire answered by 30 employees and interns. Approximately three-fourths of the respondents rated recruitment, role clarity, onboarding, training, and HR support positively. Onboarding and HR support scored highest (76.7%), while recruitment scored lowest (70.0%). The study recommends a standard onboarding checklist, a single up-to-date recruitment tracker, and clearer communication of job roles. I have also changed one claim. The earlier version said recruitment scored lowest “mainly because of gaps in candidate communication.” Your survey shows only that recruitment scored lowest, so the new wording leaves out the cause. That cause comes from your own observation and is better explained in the Discussion section.

Keywords: *Talent Acquisition, HR Operations, Sustainable Finance, NBFC, Onboarding, Employee Experience,*

1. Introduction

India is pushing hard towards clean energy, and rooftop solar is a big part of that push. The difficulty for most households and small businesses is the upfront cost. A solar system pays for itself over time through lower electricity bills, but the money is needed on day one. This is the gap that specialized lenders such as Solar Finance Companies try to fill. However, behind every approved solar loan is a team of people who must be recruited, verified, trained, and supported, and the quality of that team shapes how smoothly the whole business runs.

This paper examines the human side of the business. It is based on my On-the-Job Training (OJT) at a Solar Finance Company as an HR intern, where I worked mainly on resume screening, interview coordination, employee documentation, onboarding, HR record-keeping, and training coordination, with some exposure to customer KYC document checks for solar loan files. Rather than only describing what I did, the paper asks a practical question: how well do the company’s HR practices work from the point of view of the people who experience them, and what small changes would make them work better?

2. Review of Literature

Human resource management covers the activities through which an organization finds, develops, and retains its people, including recruitment, selection, training, record-keeping, and employee support (Dessler, 2020; Armstrong & Taylor, 2023). Recruitment comes first in this chain. A clear job description, a fair screening method, and prompt communication with candidates are basic requirements for good hiring because mistakes made at this stage often show up later as poor fit or early exits.

Technology is changing the way this work is done. Upadhyay and Khandelwal (2018) discuss how artificial intelligence is beginning to shape recruitment, and Albert (2019) reviews tools such as screening software and chatbots that automate routine tasks. These tools can make recruitment faster and more organized, although they still depend on careful human follow-up. Training also matters once people join. Aguinis and Kraiger (2009) show that well-designed training benefits individuals, teams, and organizations; therefore, induction is an investment rather than a cost.

Finally, Scholtens (2006) and Weber (2014) argue that financial institutions influence society and the environment through their financing choices. For a company like Solfin, whose purpose is to make clean energy affordable, this idea extends to how it manages its own people. This paper examines the HR practices of one young green-finance NBFC.

3. Company and Sector Background

Solar finance company, a non-deposit-taking NBFC registered with the Reserve Bank of India. The company provides loans and leasing options to homes, businesses, and industries that want to install solar power and works with solar installation partners (EPC companies) to do this. By its own account, it has financed over 1,697 projects, enabled more than 40 MW of solar capacity, lent over ₹100 crore, and reached more than 265 cities. In July 2026, it also announced plans to raise ₹500–600 crore in debt to expand further.

This fast growth affects how the company manages its people. Demand for rooftop solar is rising, helped by government support and digital lending; however, banks, large NBFCs, and fintech lenders offer competing options. competes through speed, simple paperwork, and its focus on solar. All of this depends on having enough trained and well-organized staff. As an NBFC, must also follow RBI rules on lending and KYC; therefore, careful handling of documents and confidential data matters in HR as much as in lending.

4. Objectives and Methodology

This study had two objectives.

- (1) To explore and analyse the core HR practices and processes followed a
- (2) To understand how strategic HR function contribute to employee development and business success.

Methodology

A descriptive and exploratory design was used. It is descriptive because it records how HR activities are actually carried out, and exploratory because it tries to understand how those activities connect to the wider business of a solar-finance NBFC. Primary data came from personal observation during the placement, informal discussions with the HR team, and an Employee HR Experience Questionnaire of 20 questions arranged in six sections: basic information, recruitment and selection, onboarding, training and development, HR operations, and overall HR experience. Responses were collected from 30 employees and interns who were available and willing to take part; therefore, the sample was a convenience sample. Secondary data came from the solar finance company website and public policies, press coverage, and internal HR records that could be shared without breaching confidentiality. Percentages and tables were prepared using Microsoft Excel.

During the internship, I screened resumes received through LinkedIn, Naukri.com, and employee referrals; updated recruitment trackers and HR MIS; coordinated interviews and candidate follow-ups; verified employee documents such as Aadhaar, PAN, educational certificates, and bank details; supported onboarding checklists; helped prepare intern stipend records; assisted with training schedules, attendance, and feedback; and reviewed customer KYC files for solar loans. These tasks provided the observations in Section 5 with their grounding.

5. Findings and Discussion

5.1 What the day-to-day work showed

Three things stood out in practice. First, recruitment is a chain of linked steps, running from the job requirement to candidate search, screening, shortlisting, interview, and selection, and a delay or missing entry at any point shows up further down the line. Keeping the tracker current was therefore not clerical busywork; it was what allowed the team to see where each candidate stood. Second, documentation was the backbone of HR operations. Complete and correct files made joining formalities and stipend processing straightforward, while a missing certificate or wrong bank detail caused follow-ups and delays. Third, the habits that HR needed, such as accuracy, confidentiality, and timely follow-up, are the same habits the company needed in its KYC and loan-file checks, which showed me how closely HR and operations are connected in an NBFC.

5.2 What employees said

Table 1 and Figure 1 summarize the questionnaire results. In every area, a clear majority of respondents were positive. Onboarding and HR support did best, each with 76.7% positive responses (23 of 30 respondents). Training followed at 73.3%, and job-role clarity matched it with 73.3% saying their role was clearly explained during hiring. Recruitment satisfaction was the lowest of the five at 70.0%, with four respondents (13.3%) dissatisfied or highly dissatisfied.

Table 1: Employee ratings of selected HR practices (n = 30)

HR area	Positive (%)	Neutral / partial (%)	Negative (%)	Positive (count of 30)
Recruitment satisfaction	70.0	16.7	13.3	21

Job-role clarity at hiring	73.3	20.0	6.7	22
Onboarding process	76.7	16.7	6.7	23
Usefulness of training	73.3	16.7	10.0	22
HR support	76.7	13.3	10.0	23

Source: Employee HR Experience Questionnaire, Solar Finance Company, 2026. Percentages are rounded to one decimal place.

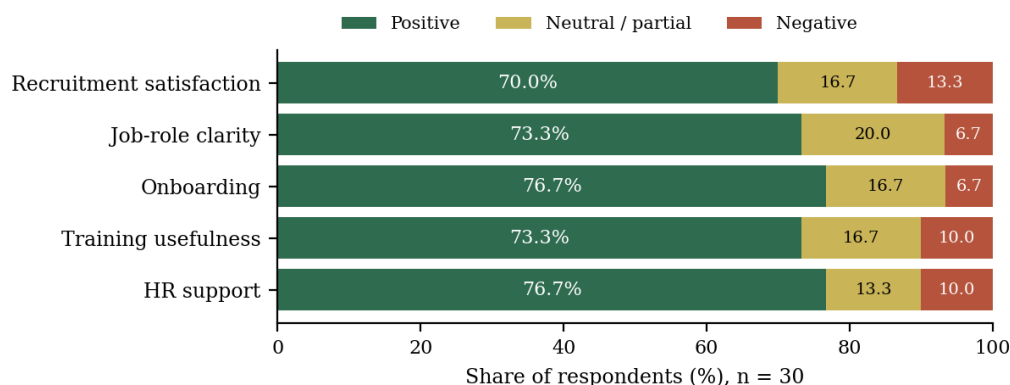


Figure 1: Positive, neutral and negative responses by HR area

5.3 Discussion

The overall picture is encouraging for a company that is only a few years old and growing quickly. Employees generally feel that they were hired fairly, told what the job involves, welcomed properly, and trained usefully. The weak spots are modest but consistent. One in five respondents said their role was only partly explained at hiring, and the neutral and negative answers on recruitment suggest that candidates were not always kept informed. This fits what I saw in the work itself: when follow-ups were slow or tracker entries were out of date, the candidate experience suffered first. Training also drew a fair share of lukewarm answers, which suggests that induction is useful but could be tailored more closely to each role, particularly in a business where staff must understand KYC, customer handling, and compliance from the start.

These results are in line with the literature reviewed earlier. Clear job information and prompt communication are basic hiring principles (Dessler, 2020), the value of structured training is well supported (Aguinis & Kraiger, 2009), and digital trackers help only when they are kept accurate and paired with human follow-up (Albert, 2019). The HR function appears to be on the right track; the opportunity lies in making good practice consistent rather than dependent on who happens to be handling a case.

6. Recommendations

The following suggestions are directly based on the findings above and are deliberately practical.

1. **Standardise onboarding.** Use one checklist for every new joiner covering documents, joining formalities, system access, and role orientation so that no one's experience depends on who handled their file.
2. **Keep one live recruitment tracker.** Record each candidate's stage, the date of last contact, and the reason for any rejection, and update it daily so that follow-ups are never missed.
3. **Please explain the roles earlier and more clearly.** Share a written job description with candidates before the interview and confirm key responsibilities at the offer stage.
4. **Use a document verification checklist.** List the required identity, address, education, and bank documents for each type of joiner, and flag missing items early to reduce repeat follow-ups.
5. **Make training more role-specific.** Plan induction sessions in advance, keep attendance and feedback records, and add short modules on KYC, compliance, and customer handling for relevant teams.

7. Conclusion

A solar finance company is trying to make clean energy more affordable, and the people who recruit, document, and train its workforce are part of that

mission. This study found that employees view the company's HR practices favorably, with onboarding and HR support rated highest and recruitment communication needing the most attention. The practical lesson is that accurate records, clear communication, and consistent procedures matter as much to a young solar-finance lender as its loan products do. Future research could use a larger sample, follow new joiners over time to study retention and engagement, and compare HR practices across other green-finance companies.

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