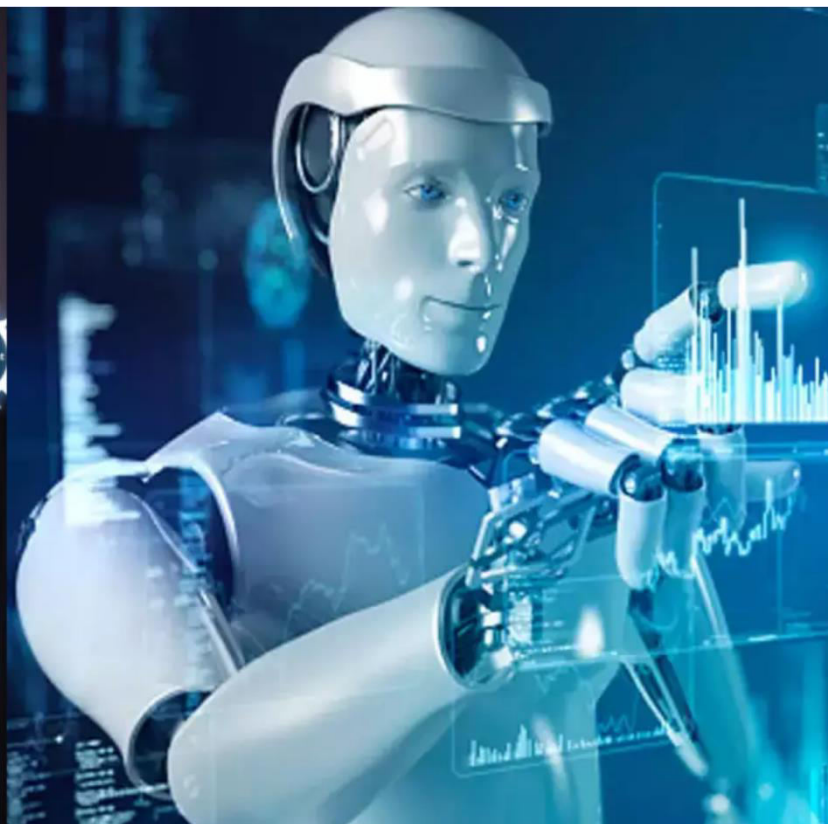




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A Study on HR Information Flow Effectiveness in Supporting Operational Projects at OEG

Pavithra M M, Dr. Nivetha P

Student, Department of MBA, School of Management Studies, Sathyabama Institute of Science and Technology,
Chennai, Tamil Nadu, India

Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai,
Tamil Nadu, India

ABSTRACT: In contemporary organizations, the efficiency of HR information flow is very important in supporting operational projects, but some challenges affect this efficiency. Inaccurate and outdated HR information about employees may further affect the planning and execution of operational projects. The ineffectiveness of HR information flow may directly affect the efficiency of operational projects, resulting in increased costs, reduced productivity, and lower overall organizational performance. Thus, it is important to address these challenges to ensure the success of projects and the maintenance of a competitive advantage. The objective of this research is to analyze the efficiency of HR information flow in supporting operational projects in the organization Operational Energy Group Pvt Ltd. The study aims to understand how effective HR communication helps in smooth project execution. It also looks at how the availability of HR information supports workforce planning. The research examines the transparency of HR reporting and communication systems. It studies how these factors affect the efficiency of operational projects. It also identifies gaps in the current HR information system. Finally, it suggests ways to improve HR information flow for better project performance. Descriptive research design and convenience sampling method has been used. The sample size of this study is 120. Questionnaire has been used as a primary data. Simple percentage analysis, chi-square analysis, correlation statistical tools have been applied to reach the findings of the study by using SPSS. The study found that effective HR information flow plays an important role in improving project execution at OEG. It revealed that timely communication, easy access to workforce data, and simple HR processes improve coordination and decision-making. It concluded that a well-structured and transparent HR information system enhances productivity and ensures smooth project operations. It suggested that OEG should strengthen HR communication systems and improve data accessibility to achieve better project performance.

KEYWORDS: HR Information Flow, HR Communication, Operational, Workforce Data Accessibility, Timeliness of HR Updates

I. INTRODUCTION

The issue of Human Resource Management is critical in facilitating the smooth running of the operations within an organization. The implementation of the operational projects in the contemporary business settings does not only hinge on the financial and material assets but also the proper management and circulation of the human resource information. HR flow of information is the formal flow of communication, processing, and distribution of workforce related information including availability of employees, skills, performance history, recruitment and policy changes. The HR information will be timely, accessible and transparent in that it will lead to an improvement in coordination and execution of operational projects. The current technological organizations have changed the manner of data transmission and sharing of employee data through HR Information Systems (HRIS) and digital communication platforms. Effectiveness is, however, not assured by the very fact that systems exist. Late communication and inability to access pertinent HR information and insufficient transparency in reporting can become operational bottlenecks. Lack of efficiency in HR flow of information may result in inadequate allocation of workforce to projects, failure to meet project deadlines, redundancy in efforts and the rising cost of operations. Consequently, managing the efficiency of the HR information flow has become another burning need among those organizations that want to reach operational

excellence. The operational projects can be associated with the presence of several departments, limited timeframes, and the lack of resources. In these conditions, HR communication helps to make fast decisions and utilize resources in terms of workforce easily. Availability of HR information allows project teams to plan well based on the precise data on the skills, availability and previous performance of the employees. The HR reporting helps in building trust, minimizing any misunderstanding, and ensures accountability in decision making in projects. When these elements can work in concert, there is an increase in efficiency of operations projects in terms of time management, cost control, and productivity.

OBJECTIVES OF THE STUDY

- To investigate the timeliness of HR communication in supporting operational projects.
- To investigate the accessibility of HR data to project teams in the organization.
- To investigate the transparency of HR reporting and communication in improving project coordination in the organization.
- To investigate the operational project efficiency achieved through effective HR information flow in the organization.

II. REVIEW OF LITERATURE

(Gartner, 2025) investigated the strategic value of accessible HR data in improving employee experience and project outcomes. The aim was to explore the impact of self-service HR systems and analytics on operational decision-making. The research used online to collect data from HR executives and project managers in multinational companies. The study employed quantitative analysis and benchmarking techniques with strategic sampling of large companies. The results showed that better accessibility of HR data enhances the agility of the workforce and minimizes project delays. The study concluded that organizations must focus on HR information ecosystems for informed project management

(Deloitte, 2024) analyzed the global trends in HR technology with a focus on the accessibility of workforce data to business teams. The aim of the research was to assess the role of integrated HR systems in facilitating collaboration and project execution. The research used survey data from more than 10,000 business and HR executives globally. The data was collected through global surveys and analyzed through a mixed-methods research approach using purposive sampling. The findings indicated that companies with integrated HR data systems experienced greater productivity and shorter project cycles. The research recommended the use of AI-powered HR systems to provide secure and instant access to workforce data.

(Chartered Institute of Personnel and Development [CIPD], 2023) investigated the significance of people analytics and data availability in enhancing workforce planning and project results. The aim was to evaluate the significance of HR data availability in supporting strategic and operational decisions. The study used online structured questionnaires to survey over 2,000 HR professionals in the UK. The analysis used quantitative descriptive analysis, and systematic sampling was employed to ensure representation of various sectors. The study findings indicated that companies with available HR dashboards performed better in talent allocation and project efficiency. The study report concluded that enhancing data transparency and digital literacy in HR departments improves project support functions.

III. RESEARCH METHODOLOGY

This study adopts a descriptive research design. Convenience sampling is adopted in this study. Both primary data and secondary data are applied to the study. The size of the sample to be used in this study is 120 respondents. Simple percentage analysis, chi square analysis and correlation has been used in this study.

Data analysis and interpretation

Table No. 1 TIMELINESS OF HR COMMUNICATION

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
HR-related information is	34	42	22	16	6	120

communicated without unnecessary delays	(28.3%)	(35.0%)	(18.3%)	(13.3%)	(5.0%)	(100%)
Updates regarding staffing changes are provided at the appropriate time	36 (30.0%)	40 (33.3%)	24 (20.0%)	14 (11.7%)	6 (5.0%)	120 (100%)
Recruitment and deployment updates are shared within scheduled timelines	32 (26.7%)	44 (36.7%)	26 (21.7%)	12 (10.0%)	6 (5.0%)	120 (100%)
HR notifications align with operational project requirements	30 (25.0%)	46 (38.3%)	25 (20.8%)	13 (10.8%)	6 (5.0%)	120 (100%)
Emergency HR updates are circulated immediately to concerned departments	38 (31.7%)	42 (35.0%)	22 (18.3%)	12 (10.0%)	6 (5.0%)	120 (100%)

Source: Primary data

Interpretation

28.3% of respondents strongly agree and 35.0% agree that HR-related information is communicated without unnecessary delays, while 18.3% are neutral, 13.3% disagree, and 5.0% strongly disagree. Regarding updates on staffing changes, 30.0% strongly agree and 33.3% agree that they are provided at the appropriate time, with 20.0% neutral, 11.7% disagree, and 5.0% strongly disagree. For recruitment and deployment updates, 26.7% strongly agree and 36.7% agree that they are shared within scheduled timelines, whereas 21.7% are neutral, 10.0% disagree, and 5.0% strongly disagree. In terms of alignment of HR notifications with operational project requirements, 25.0% strongly agree and 38.3% agree, while 20.8% are neutral, 10.8% disagree, and 5.0% strongly disagree. Finally, 31.7% strongly agree and 35.0% agree that emergency HR updates are circulated immediately to concerned departments, with 18.3% neutral, 10.0% disagree, and 5.0% strongly disagree.

Table No. 2 OPERATIONAL PROJECT EFFICIENCY

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Projects are completed within planned time schedules	33 (27.5%)	44 (36.7%)	22 (18.3%)	16 (13.3%)	5 (4.2%)	120 (100%)
Workforce allocation contributes to smooth project operations	38 (31.7%)	41 (34.2%)	22 (18.3%)	13 (10.8%)	6 (5.0%)	120 (100%)
Project tasks are completed with minimal operational delays	31 (25.8%)	46 (38.3%)	27 (22.5%)	11 (9.2%)	5 (4.2%)	120 (100%)
Productivity levels meet expected project standards	27 (22.5%)	44 (36.7%)	33 (27.5%)	11 (9.2%)	5 (4.2%)	120 (100%)
Project objectives are achieved with optimal performance outcomes	35 (29.2%)	41 (34.2%)	27 (22.5%)	11 (9.2%)	6 (5.0%)	120 (100%)

Source: Primary data

Interpretation

27.5% of respondents strongly agree and 36.7% agree that projects are completed within planned time schedules, while 18.3% are neutral, 13.3% disagree, and 4.2% strongly disagree. Regarding workforce allocation, 31.7% strongly agree and 34.2% agree that it contributes to smooth project operations, with 18.3% neutral, 10.8% disagree, and 5.0% strongly disagree. For completion of project tasks with minimal operational delays, 25.8% strongly agree and 38.3% agree, whereas 22.5% are neutral, 9.2% disagree, and 4.2% strongly disagree. In terms of productivity levels meeting expected project standards, 22.5% strongly agree and 36.7% agree, while 27.5% are neutral, 9.2% disagree, and 4.2% strongly disagree. Finally, 29.2% strongly agree and 34.2% agree that project objectives are achieved with optimal performance outcomes, with 22.5% neutral, 9.2% disagree, and 5.0% strongly disagree.

Table No. 3 ACCESSIBILITY OF HR DATA TO PROJECT TEAMS

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Project teams can obtain workforce-related information without procedural difficulty	35 (29.2%)	40 (33.3%)	22 (18.3%)	13 (10.8%)	10 (8.4%)	120 (100%)
Access to employee skill records is available when required	33 (27.5%)	42 (35.0%)	25 (20.8%)	12 (10.0%)	8 (6.7%)	120 (100%)
Attendance and availability data can be retrieved efficiently	36 (30.0%)	41 (34.2%)	23 (19.2%)	12 (10.0%)	8 (6.7%)	120 (100%)
HR systems provide user-friendly access to relevant information	32 (26.7%)	44 (36.7%)	25 (20.8%)	11 (9.2%)	8 (6.7%)	120 (100%)
Project managers can access updated employee records as needed	34 (28.3%)	42 (35.0%)	24 (20.0%)	11 (9.2%)	9 (7.5%)	120 (100%)

Source: Primary data

Interpretation

29.2% of respondents strongly agree and 33.3% agree that project teams can obtain workforce-related information without procedural difficulty, while 18.3% are neutral, 10.8% disagree, and 8.4% strongly disagree. Regarding access to employee skill records, 27.5% strongly agree and 35.0% agree that they are available when required, with 20.8% neutral, 10.0% disagree, and 6.7% strongly disagree. For retrieval of attendance and availability data, 30.0% strongly agree and 34.2% agree, whereas 19.2% are neutral, 10.0% disagree, and 6.7% strongly disagree. In terms of HR systems providing user-friendly access to relevant information, 26.7% strongly agree and 36.7% agree, while 20.8% are neutral, 9.2% disagree, and 6.7% strongly disagree. Finally, 28.3% strongly agree and 35.0% agree that project managers can access updated employee records as needed, with 20.0% neutral, 9.2% disagree, and 7.5% strongly disagree.

IV. CHI-SQUARE ANALYSIS: RELATIONSHIP BETWEEN TIMELINESS OF HR COMMUNICATION AND OPERATIONAL PROJECT EFFICIENCY

HYPOTHESIS TESTING

Null hypothesis (H₀): There is no significant relationship between timeliness of HR communication and operational project efficiency.

Alternative hypothesis (H₁): There is some significant relationship between timeliness of HR communication and operational project efficiency.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	412.078 ^a	104	.000
Likelihood Ratio	290.845	104	.000
Linear-by-Linear Association	1.852	1	0.174
N of Valid Cases	120		

a. 125 cells (99.2%) have expected count less than 5. The minimum expected count is .06.

INTERPRETATION

As per the above table, it is inferred that the P value is 0.000; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.06. Thus null hypothesis is rejected and it is found that there is significant difference between timeliness of HR communication and operational project efficiency.

V. CORRELATION ANALYSIS: RELATIONSHIP BETWEEN ACCESSIBILITY OF HR DATA TO PROJECT TEAMS AND OPERATIONAL PROJECT EFFICIENCY

Correlations			
		ACCESSIBILITY OF HR DATA TO PROJECT TEAMS	OPERATIONAL PROJECT EFFICIENCY
ACCESSIBILITY OF HR DATA TO PROJECT TEAMS	Pearson Correlation	1	-0.02
	Sig. (2-tailed)		0.829
	N	120	120
OPERATIONAL PROJECT EFFICIENCY	Pearson Correlation	-0.02	1
	Sig. (2-tailed)	0.829	
	N	120	120

INTERPRETATION

The above table indicates that out of 120 respondents, co-efficient of correlation between accessibility of HR data to project teams and operational project efficiency is -.020. It is below 1. So there is negative relationship between accessibility of HR data to project teams and operational project efficiency.

VI. SUGGESTIONS

- It should also make sure that their HR communication systems are lean, to ensure that information sharing takes a short time.
- The firm should put in place timely staffing change notifications to the employees in order to update the departments.
- The company ought to streamline the process to allow easy access of project teams to information about workforce related.
- The company must have a updated and accessible database of the employee skill records.
- The company should provide HR reports in an effective way that can be understood better.
- The company ought to foster some transparency whereby the communication is openly addressed regarding promotions and transfers.
- The HR policies should be made comprehensible and easily understandable to all the employees by the company.
- The HR reporting structures should be defined and communicated by the company so as to avoid confusion.
- The firm should be able to substantiate workforce allocation decisions in an appropriate way and provide justification.
- The company is supposed to tighten planning and monitoring systems to guarantee that the projects are realized in time.
- The company should be able to optimize the allocation of workforce to facilitate the running of projects.
- This is because the company must take steps that will minimize the time taken in the execution of project activities.
- The company should also improve the management practices in terms of productivity in order to achieve anticipated project standards.

VII. CONCLUSION

The conclusion made is that the efficiency of HR information flow is a very vital element in facilitating the successful implementation of operational projects at OEG. The ability of communication to happen at the right time, the free access of data associated with workforce, and the simplicity of HR processes are key determinants of the coordination

among departments and the project teams. The delivery of the HR information in a timely manner in line with the project requirements leads to improved decision-making, minimization of uncertainties, and proper implementation of workforce allocation. Lack of communication or access can have direct effects on the project schedules and efficiency. It is also concluded that an effective HR information system, which is well structured and transparent, helps to enhance productivity, smoother operation of the project and realization of the corporate goals. The accessibility of correct and updated employee data, as well as the clearly established reporting framework and policies, consolidate the overall performance results. This means that the HR-related information flow should be efficient in order to reduce operational delays and make sure that the projects will be delivered within the scheduled periods and achieve optimum performance levels.

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