

The Role Of Management Efficiency, Coordination, Cost Control, And Organizational Management In Optimizing Healthcare Workforce Performance In Chennai Region

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Abstract

Healthcare industry played an important role in every countries growth and development especially health care workers satisfaction is one of the important factors to determine growth of healthcare industry. Existing literatures showed mixed outcomes raised the question to reexamine in this healthcare industry. Hence this study analyse the role of management efficiency, coordination, cost control, and organizational management in optimizing healthcare workforce performance in Chennai region. For these purpose 200 health workers selected from Chennai region of Tamilnadu using convenient sampling method. The study identified that undergraduate degree holders experience the highest satisfaction levels, while diploma holders face the greatest workplace challenges, and advanced degree holders maintain moderate satisfaction despite their specialized qualifications.

INTRODUCTION

Healthcare industrial growth is essential for every country. Healthcare workers satisfaction is also taken into account for healthcare industrial growth. Management efficiency involves maximize the performance that ensures the delivery of patient care. Similarly, coordination in healthcare profession refers to ensure seamless and high quality patient care with reduced medical error. On the other hand, the cost of management expresses the healthcare settings to ensure effective delivery of services. In the context of organizational management, it mainly focuses on overall outcomes of healthcare workers satisfaction. Most of the studies investigated under these four key factors and this study also examine these factors among healthcare workers in Chennai region.

STATEMENT OF THE PROBLEM

The studies like Dyrbye, Liselotte N., et al. (2023), Shanafelt, Tait D., and John H. Noseworthy (2023) pointed out that there is strong positively relationship between education with work experience in healthcare industry. Some studies like Panagiotti, Maria, et al.(2023) and Alrawashdeh, Hanan, et al.(2024) registered that there is no correlations between work experience with education while Rotenstein, Lisa S., et al. (2023) pointed out that there is negative relationship between the two. This raised to reexamine these two factors in the healthcare industry and hence our study wants to study the role of management efficiency, coordination, cost control, and organizational management in optimizing healthcare workforce performance in Chennai region.

HYPOTHESES

H₁: There is a significant difference between management efficiency with workers experience and their education of the health workers.

H₂: There is a significant difference between coordination with workers experience and their education of the health workers.

H₃: There is a significant difference between cost control with workers experience and their education of the health workers.

H₄: There is a significant difference between optimization management with workers experience and their education of the health workers.

SAMPLE SELECTION

For these purpose 200 health workers selected from Chennai region of Tamilnadu using convenient sampling method. Interview schedule method is adopted to conduct research and to test the above four hypotheses descriptive analyses, levels of satisfaction are used.

RESULTS**Table 1 Reliability Statistics**

Factor	Organizational Management	Cronbach's Alpha
MET	Management Efficiency	0.789
COT	Coordination	0.768
COM	Cost of Management	0.785
OVRM	Organizational Management	0.772

This table explains the reliability measures of healthcare factors of selected healthcare respondents. All four factors have Cronbach's Alpha values above 0.75, which generally indicates good reliability. Management Efficiency has the highest reliability (0.789), closely followed by Cost of Management (0.785). Coordination and Organizational Management also demonstrate acceptable reliability with values of 0.768 and 0.772, respectively.

Table 2 Socio Economic Distribution of Health Workers

Variables	Frequency	Percent
Work Experience		
Up to 5	47	23.50
5 to 10	62	31.00
10 to 15	55	27.50
Above 15	36	18.00
Total	200	100.00
Education		
Up to School Level	32	16.00
Diploma	49	24.50
UG	59	29.50
PG	44	22.00
Doctorate	16	8.00
Total	200	100.00

The socio-economic distribution of the 200 health workers surveyed reveals a predominantly experienced and well-educated workforce. In terms of work experience, the majority of 58.5 percent of health workers fall within the 5 - 15 years range, with 31 percent having 5 - 10 years and 27.5 percent having 10 - 15 years of experience, while 23.5 percent are relatively new professionals with up to 5 years of experience and only 18 percent represent senior staff with over 15 years of experience. Regarding educational qualifications, the workforce demonstrates strong academic credentials, with nearly 60 percent holding university-level degrees (29.5 percent undergraduate, 22 percent postgraduate, and 8 percent doctorate), while 24.5 percent have diploma-level qualifications and only 16 percent have education limited to school level.

Table 3 Work Experience and Management Efficiency

Work Experience	HDS	DS	NS	SD	HS
Up to 5	3	8	7	19	10
	6.40	17.00	14.90	40.40	21.30
5 to 10	4	13	12	13	20
	6.50	21.00	19.40	21.00	32.30
10 to 15	4	9	7	13	22

	7.30	16.40	12.70	23.60	40.00
Above 15	3	5	7	6	15
	8.30	13.90	19.40	16.70	41.70

This table explains work experience and management efficiency. Health workers with up to 5 years of experience show the lowest management efficiency, with 40.4 percent expressing dissatisfaction and only 21.3 percent reporting high satisfaction with management practices. Similarly, workers with 5 - 10 years of experience show 32.3 percent high satisfaction, those with 10 - 15 years demonstrate 40 percent high satisfaction, and the most experienced group (above 15 years) exhibits the highest management efficiency with 41.7 percent expressing high satisfaction. Correspondingly, dissatisfaction levels decrease with experience, dropping from 40.4 percent among the least experienced to just 16.7 percent among the most experienced workers. The neutral responses remain relatively consistent across all experience levels indicated 12.7 - 19.4 percent, while the combined dissatisfaction rates show a clear downward trend from 23.4 percent for new workers to 22.2 percent for the most experienced group.

Table 4 Work Experience and Coordination

Work Experience	HDS	DS	NS	SD	HS
Up to 5	6	10	16	1	14
	12.80	21.30	34.00	2.10	29.80
5 to 10	10	5	21	3	23
	16.10	8.10	33.90	4.80	37.10
10 to 15	4	8	13	6	24
	7.30	14.50	23.60	10.90	43.60
Above 15	5	6	10	2	13
	13.90	16.70	27.80	5.60	36.10

This table explains work experience and coordination of all departments. Workers in the early career stage (up to 5 years) show moderate satisfaction levels, with 29.8 percent expressing high satisfaction, though 34 percent remains neutral and 34.1 percent express dissatisfaction (12.8 percent highly dissatisfied and 21.3 percent dissatisfied). The 5 - 10 years' experience group demonstrates improved outcomes, with 37.1 percent reporting high satisfaction and reduced overall dissatisfaction at 24.2 percent (16.1 percent highly dissatisfied and 8.1 percent dissatisfied), while maintaining a substantial neutral response rate of 33.9 percent. The most favorable results are observed among workers with 10 - 15 years of experience, where 43.6 percent express high satisfaction with relatively lower dissatisfaction at 21.8 percent (7.3 percent highly dissatisfied and 14.5 percent dissatisfied) and 23.6 percent neutral responses. However, the most experienced group (above 15 years) displays a decline in high satisfaction to 36.1 percent, with 30.6 percent expressing dissatisfaction and 27.8 percent remaining neutral.

Table 5 Work Experience and Cost Management

Work Experience	HDS	DS	NS	SD	HS
Up to 5	8	2	15	6	16
	17.00	4.30	31.90	12.80	34.00
5 to 10	12	4	16	8	22
	19.40	6.50	25.80	12.90	35.50
10 to 15	11	2	15	7	20
	20.00	3.60	27.30	12.70	36.40
Above 15	6	2	11	2	15

	16.70	5.60	30.60	5.60	41.70
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This table shows work experience and cost management. Workers in the early career stage (up to 5 years) display moderate satisfaction with 34 percent expressing high satisfaction, while 21.3 percent express dissatisfaction (17 percent highly dissatisfied and 4.3 percent dissatisfied), and 31.9 percent remain neutral. The 5 - 10 years' experience group shows slight improvement with 35.5 percent reporting high satisfaction and 25.9 percent expressing dissatisfaction (19.4 percent highly dissatisfied and 6.5 percent dissatisfied), while 25.8 percent maintain neutral positions. Workers with 10 - 15 years of experience demonstrate continued positive trends with 36.4 percent expressing high satisfaction and 23.6 percent showing dissatisfaction (20 percent highly dissatisfied and 3.6 percent dissatisfied), alongside 27.3 percent neutral responses. The most experienced group (above 15 years) exhibits the highest satisfaction levels, with 41.7 percent expressing high and the lowest dissatisfaction rate at 22.3 percent (16.7 percent highly dissatisfied and 5.6 percent dissatisfied), while 30.6 percent remain neutral.

Table 6 Work Experience and Organizational Management

Work Experience	HDS	DS	NS	SD	HS
Up to 5	1	8	10	13	15
	2.10	17.00	21.30	27.70	31.90
5 to 10	2	12	16	14	18
	3.20	19.40	25.80	22.60	29.00
10 to 15	2	13	6	11	23
	3.60	23.60	10.90	20.00	41.80
Above 15	1	8	6	9	12
	2.80	22.20	16.70	25.00	33.30

This table explains organizational management and work experience. Entry-level professionals with up to 5 years of experience exhibit balanced perspectives, where 31.9 percent report high satisfaction while 27.7 percent express satisfaction, totaling 59.6 percent positive responses. However, 19.1 percent show dissatisfaction levels with 21.3 percent maintaining neutral stances. Healthcare workers in the 5 - 10 years bracket present slightly different dynamics, showing 29 percent high satisfaction and 22.6 percent satisfaction, combining for 51.6 percent positive feedback. Dissatisfaction increases to 22.6 percent while neutral responses rise to 25.8 percent, suggesting this group may be experiencing transitional workplace challenges. The 10-15 years' experience cohort displays the most favorable outcomes, with 41.8 percent reporting high satisfaction and 20 percent satisfaction, creating a substantial 61.8 percent positive response rate. This group shows 27.2 percent dissatisfaction nevertheless notably has the lowest neutral response at 10.9 percent, indicating stronger definitive opinions. Senior professionals exceeding 15 years demonstrate mixed results with 33.3 percent high satisfaction and 25 percent satisfaction, totaling 58.3 percent positive responses. Their dissatisfaction rate reaches 25 percent with 16.7 percent neutral responses.

Table 7 Education and Management Efficiency

Education	HDS	DS	NS	SD	HS
Up to School Level	4	3	4	6	15
	12.50	9.40	12.50	18.80	46.90
Diploma	3	6	12	11	17
	6.10	12.20	24.50	22.40	34.70
UG	5	13	8	21	12
	8.50	22.00	13.60	35.60	20.30

PG	1	8	7	10	18
	2.30	18.20	15.90	22.70	40.90
Doctorate	1	5	2	3	5
	6.30	31.30	12.50	18.80	31.30

Table 7 shows management efficiency and education. Workers with education up to school level demonstrate the highest satisfaction rates, with 46.9 percent expressing high satisfaction and 18.8 percent showing satisfaction, resulting in a combined positive response of 65.7 percent. This group exhibits relatively low dissatisfaction at 21.9 percent and maintains 12.5 percent neutral responses. Diploma holders present moderate satisfaction patterns, with 34.7 percent reporting high satisfaction and 22.4 percent expressing satisfaction, totaling 57.1 percent positive responses. However, this group shows increased dissatisfaction at 18.3 percent and the highest neutral response rate at 24.5 percent, suggesting potential uncertainty or mixed experiences within this educational category. Undergraduate degree holders exhibit concerning satisfaction trends, recording the lowest high satisfaction rate at 20.3 percent while showing 35.6 percent satisfaction, combining for 55.9 percent positive responses. This group demonstrates the highest dissatisfaction levels at 30.5 percent with 13.6 percent remaining neutral, indicating potential challenges or unmet expectations among university graduates. Postgraduate qualified workers show improved satisfaction with 40.9 percent expressing high satisfaction and 22.7 percent satisfaction, achieving 63.6 percent positive responses. Their dissatisfaction rate stands at 20.5 percent with 15.9 percent neutral responses, suggesting better alignment between qualifications and workplace experiences. Doctorate segment presents mixed outcomes with 31.3 percent high satisfaction and 18.8 percent satisfaction, totaling 50.1 percent positive responses. Notably, this group shows substantial dissatisfaction at 37.6 percent possibly reflecting higher professional expectations or over qualification concerns within their current roles.

Table 8 Education and Coordination

Education	HDS	DS	NS	SD	HS
Up to School Level	4	4	9	2	13
	12.50	12.50	28.10	6.30	40.60
Diploma	9	8	16	1	15
	18.40	16.30	32.70	2.00	30.60
UG	7	7	16	3	26
	11.90	11.90	27.10	5.10	44.10
PG	4	7	14	5	14
	9.10	15.90	31.80	11.40	31.80
Doctorate	1	3	5	1	6
	6.30	18.80	31.30	6.30	37.50

Table 8 explains coordination with all departments with education. Workers with school-level education demonstrate strong workplace contentment with 40.60 percent achieving high satisfaction, 34.40 percent experiencing moderate satisfaction and 25 percent reporting dissatisfaction, suggesting reasonable alignment between their roles and qualifications. Diploma holders present more challenging outcomes, with only 30.60 percent obtaining high satisfaction, 34.70 percent displaying moderate, but notably 34.70 percent experiencing dissatisfaction, indicating potential career progression or role alignment issues. Graduates show the most favorable results with 44.10 percent registering high satisfaction alongside 32.20 percent moderate satisfaction and controlled dissatisfaction at 23.80 percent, reflecting better integration between undergraduate preparation and workplace realities. Postgraduate professionals record 31.80 percent high satisfaction with 43.20 percent moderate satisfaction and 25 percent dissatisfaction, while doctorate holders

achieve 37.50 percent high satisfaction, 37.60 percent moderate satisfaction, and 25.10 percent dissatisfaction.

Table 9 Education and Cost Management

Education	HDS	DS	NS	SD	HS
Up to School Level	5	3	11	2	11
	15.60	9.40	34.40	6.30	34.40
Diploma	8	1	17	6	17
	16.30	2.00	34.70	12.20	34.70
UG	12	3	16	8	20
	20.30	5.10	27.10	13.60	33.90
PG	10	3	9	4	18
	22.70	6.80	20.50	9.10	40.90
Doctorate	2	0	4	3	7
	12.50	0.00	25.00	18.80	43.80

Table 9 shows cost management and education. Workers with school-level education show balanced outcomes with 34.40 percent achieving high satisfaction, 40.70 percent experiencing moderate satisfaction, and 25 percent reporting dissatisfaction, indicating reasonable job-role compatibility despite limited formal qualifications. Diploma holders present similar patterns with 34.70 percent obtaining high satisfaction, 46.90 percent displaying moderate satisfaction, and relatively low dissatisfaction at 18.30 percent, suggesting that technical training provides adequate workplace preparation. Graduates exhibit mixed results with 33.90 percent registering high satisfaction, 40.70 percent moderate satisfaction, however elevated dissatisfaction at 25.40 percent, potentially reflecting higher expectations or role misalignment. Postgraduate professionals demonstrate improved satisfaction with 40.90 percent achieving high satisfaction, 29.60 percent moderate satisfaction, and 29.50 percent dissatisfaction, indicating better utilization of specialized skills. Doctorate holders show the most favorable outcomes with 43.80 percent attaining highest among all educational categories, 43.80 percent recorded moderate satisfaction, and notably low dissatisfaction at 12.50 percent, with zero highly dissatisfied responses.

Table 10 Education and Organizational Management

Education	HDS	DS	NS	SD	HS
Up to School Level	1	6	5	4	16
	3.10	18.80	15.60	12.50	50.00
Diploma	1	12	12	9	15
	2.00	24.50	24.50	18.40	30.60
UG	3	7	12	18	19
	5.10	11.90	20.30	30.50	32.20
PG	1	11	8	12	12
	2.30	25.00	18.20	27.30	27.30
Doctorate	0	5	1	4	6
	0.00	31.30	6.30	25.00	37.50

This table explains organization management with education. Workers with school-level education demonstrate the highest satisfaction rates, with 50 percent achieving high satisfaction, 28.10 percent experiencing moderate satisfaction and only 21.90 percent reporting dissatisfaction, suggesting that basic

educational backgrounds may align well with available healthcare roles and realistic expectations. Diploma holders show declining satisfaction with 30.60 percent obtaining high satisfaction, 42.90 percent displaying moderate satisfaction and increased dissatisfaction at 26.50 percent, indicating potential challenges in career advancement or role fulfillment despite technical training. Graduates present diverse outcomes with 32.20 percent registering high satisfaction, 50.80 percent moderate satisfaction and 17 percent dissatisfaction, reflecting varied experiences in translating academic qualifications into workplace success. Postgraduate professionals experience concerning satisfaction levels with only 27.30 percent achieving high satisfaction, 45.50 percent moderate satisfaction and elevated dissatisfaction at 27.30 percent, suggesting potential over qualification or limited opportunities matching their specialized skills. Doctorate holders show the most challenging pattern with 37.50 percent attaining high satisfaction, 31.30 percent moderate satisfaction and notably high dissatisfaction at 31.30 percent.

DISCUSSION

The result indicates the majority of respondents are involved in 10 to 15 years category and most of the samples are completed graduation. It confirms that the relationship between work experience and management efficiency among health workers reveals a clear positive correlation, with more experienced professionals demonstrating higher levels of management efficiency. Similarly cost management demonstrates a consistent pattern of improvement in satisfaction levels as experience increases among health workers. This progressive pattern suggests that satisfaction levels steadily improve with accumulated work experience, with the most senior health workers demonstrating the highest levels of satisfaction, possibly reflecting their enhanced skills, better understanding of workplace dynamics, or improved positioning within the healthcare system over time.

CONCLUSION

The study identified that undergraduate degree holders experience the highest satisfaction levels, while diploma holders face the greatest workplace challenges, and advanced degree holders maintain moderate satisfaction despite their specialized qualifications. Similarly, the result of education and organizational management reveals an inverse relationship between educational attainment and workplace satisfaction, with some notable exceptions, with no highly dissatisfied responses however significant general dissatisfaction, indicating that the highest educational qualifications may not translate into proportional workplace satisfaction within the current healthcare system structure.

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