INDUS HOSPITAL & HEALTH NETWORK

THE INDUS HOSPITAL: WORKFORCE DYNAMICS AFTER EXPANTION

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ABSTRACT

Mr. Ali was the Manager HR of a Nonprofit Organization called Indus Hospital & Health Network located in Pakistan. He was facing many issues in his HR department related to HR[1] resources. These issues were present all over the organization and higher management was unabled to resolve these issues. In his findings the members of the HR department were complaining about; lack of career growth, low salaries, no proper promotion policy, unnecessary pressure, and stress, and a Manual working system i.e. using excel for payroll. These were the main causes that were affected the whole system of HR negatively and also caused a high rate of turnover in the department. The MANAGER HR alone could not take major decisions because the Organization did not give powers to other campuses. Every decision was taken by the Head office in Karachi and the Organization doesn't have a proper centralized system to manage the HR Department which had over 12k employees all over the country. This case was designed to teach the Students of Human Resource, so that they could analyzed and understand the real life situations of any organization faced similar HR scenario.

SUPERIOR UNIVERSITY

THE INDUS HOSPITAL: WORKFORCE DYNAMICS AFTER EXPANSION

It was a Hot summer of 2021. Mr. Ali (Manager HR[2]) of Indus Hospital & Health Network was under great pressure from higher management of the Organization to improve the HR[3] Department. He was facing many issues in his Department and he couldn't resolve all the issues himself without changing the entire HR system of the organization. Higher management of Indus Hospital & Health Network was receiving many issues regarding the employees and they were unable to resolve the issues.

Mr. Ali was called by the higher management of Indus Hospital & Health Network in a meeting and instructed by them to find out why there was a high turnover in the HR department in his hospital. Later, Mr. Ali came back and called an urgent meeting of his subordinates to find out what were the main reasons which were creating this high turnover in their department.

IHHN[4] was a very large organization and spread out all over Pakistan. It held the state of the art hospitals and had over 12000 employees all over the country but it lacked HR Operations and It did not have a centralized system to manage all the employees. This was created unnecessary pressure and stress on the HR Department.

Mr. Ali (Manager HR) and his team decided to observe this matter very deeply and conducted reviews of the employees regarding this situation and finds out that many employees have been complaining and described their issues such as; *lack of career growth, low salaries*, *no proper promotion policy*, *unnecessary pressure, and stress* and *Manual working system* i.e. *using excel for payroll.* After Finding these Issues Mr. Ali Provided suitable and reliable solutions to the higher management of the Organization so that the performance of the HR department could be improved efficiently not only for his hospital but all over the organization.

Formation of The Indus Hospital

In the middle of 1980, A group of medical students in Karachi[5] at Dow Medical College made an organization which was called the Patients Welfare Association[6] to raise funds for the needy and poor patients at Civil Hospital. When in 1984 a huge disaster occured in the shape of a bomb blast in Karachi after the effect of the Russian incursion in Kabul[7], the civil hospital of Karachi was not prepared to dealt with this kind of catastrophe. That's why to deal with this situation, a young people's group, committed by Patients Welfare Association members led by Mr. Abdul Bari Khan[8], raised funds to restore the emergency section and form a blood bank at Civil Hospital. This experience gained the group a shining public status for trustworthiness and the capability to attain the results. It also generated in the students a lifetime pledge to develop needy and poor patients' access to high-quality health care.

That Over the next twenty years, Mr. Abdul Khan devoted his life to structuring a cardiac surgery division at Civil Hospital in Karachi. Instead of enhancing his government salary with a private evening practice, he raised private funds to buy new equipment, support salaries, and support cardiac techniques at the public safety-net hospital.

After two decades and over 4,000 bypass surgeries, Mr. Abdul Khan came to have faith in that there were only two ways to expand health care in Pakistan, fight with the government system or build external delivery models of high quality and efficient care that would prompt people to claim that the government should offer the same quality. Mr. Abdul Khan had exhausted fighting the corruption and ineffectiveness in government. He called

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[2] MANAGER HR: Human Resource Manager

[2] HR: Human Resource

[4] IHHN: Indus Hospital & Health Network

[5] Karachi: A Big city in a Country named 'Pakistan'

[6] The Patients' Welfare Association (PWA) is a non-political, non-governmental organization (NGO) located within Civil Hospital, Karachi run by the students of Dow Medical College, which works for the medical aid of underprivileged patients by providing a number of services free of cost.

[7] KABUL Is the capital and largest city of Afghanistan

[8] Dr. Abdul Bari khan. He is the founder and CEO of Indus Hospital.

upon his Patients Welfare Association's associates to join him in recognizing their youthful dream of building their own full facility, a public charity hospital. They were all worked and trained in the United States[9] & the United Kingdom[10] and were came back to Pakistan[11]. So that they could build a fruitful career.

"I was very clear from day one that the hospital had to be free," Mr. Abdul Khan said. "The people we see are the poorest of the poor. They did not have money for transport, let alone to top off their care. I know these patients from my work in the public sector."

Initially, some of the founders did not believe that a hospital could even sustain itself for so long if it would provide free cost care. After that when they witnessed the outburst of charity resulting in the devastating earthquake of Pakistan in 2005, after that, Dr. Zafar Zaidi[12], the Medical Director of Indus Hospital and an early questioner, became influenced that Pakistan's compassion could care for Mr. Abdul Khan's dream. All intensely sacred, the founders became faithful that through their hard work, the resources would be available. Furthermore, they were able to establish broad connections with wealthy Pakistanis who were prepared to contribute to their initiatives depending on charity.

The forefathers also believed that all patients required a basic human right to high-quality health care, nevertheless of the capability to pay the fee, that's why in turn the donors would more willingly fund a charity hospital that presented patients with the latest equipment and the highest level of quality service accessible in Pakistan. The major donor of the hospital, who was also the chairperson of the hospital's board of directors, wrote in the quarterly hospital newsletter, "In my eyes, it was not enough to help provide health care to the poor. This health care must be of the same quality that we would want for ourselves and our families. It was indispensable to keep in mind that by giving to the poor, we must have added to their dignity and did not take it away from them."

Planning and Building of the Indus Hospital

The Indus Hospital & health network is a nonprofit[13], privately funded, and charity hospital that was opened in the middle of 2007 to assist a crowded area of over 3 million people. The hospital stood situated in Korangi[14], an underprivileged Karachi area where multi-generational people packed into small flats arranged irregularly along the unpaved, constricted streets. Based on 5 stories and 150 beds, Indus Hospital's building was the tallest in miles. Indus' 20-acre campus is also incorporated with a walk-in filter clinic, also an open-air TB[15] clinic, a big pharmacy, and a big nursing faculty. The Indus hospital's ground level built-in a reception area; an office of patient welfare; an emergency section of 10 beds; 6 outpatient clinical quarters; an area of X-rays[16], ultrasound[17], a blood drawing facility; and also a blood bank. The first floor contained 4 operating theaters, an intensive care unit (ICU)[18] of 6 beds, a cardiac care division of 6 beds, a catheterization lab of cardiac, and a suite of endoscopy. The 2nd floor incorporated a dialysis center of 10 beds and an inpatient ward for men. The ward for women and a pediatric ward of 26 beds were on the third floor, and the conference rooms, a biosafety level-three lab for highly infectious materials, central laboratory, the Indus Hospital Research Center and administrative offices occupied the 4th floor.

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[9] The United States of America (U.S.A. or USA), commonly known as the United States (U.S. or US) or America, is a country primarily located in North America.

[10] The United Kingdom of Great Britain and Northern Ireland, commonly known as the United Kingdom (UK) or Britain, is a sovereign country in north-western

[11] Pakistan, officially the Islamic Republic of Pakistan, is a country in South Asia.

[12] Dr. Zafar Zaidi, Medical Director of Indus Hospital.

[13] A non-profit organization is a group organized for purposes other than generating profit and in which no part of the organization's income is distributed to its members, directors, or officers.

[14] Korangi is the name of a town that lies in Karachi

[15] Tuberculosis (TB) is a potentially serious infectious disease that mainly affects the lungs.

[16] An X-ray is a quick, painless test that produces images of the structures inside your body — particularly your bones.

[17] An ultrasound scan uses high-frequency sound waves to make an image of a person's internal body structures

[18] Intensive care units (ICUs) are specialist hospital wards that provide treatment and monitoring for people who are very ill.

The forefathers combined forces with a charity hospital that had been stuck while construction due to management and financial difficulties. Then Mr. Bari khan turned to his network of donors for financial funding. After a meeting that lasted about a half-hour, he obtained USD[19] 2 million in seed funding from an industrialist in Pakistan, the Construction of the hospital began in 2005.

When it was in the construction stage, Mr. Zaidi directed the project and building of a detailed electronic medical record system. Mr. Zaidi assessed that purchasing a prebuilt electronic record system and modifying it would have cost USD 7 million. In its place, his team of software engineers put together a custom-designed system for the cost of their hardware and time. The computers were connected to a backup power source that prohibited workflow disruptions and data loss while frequent power shortages and the remote servers backed up all the data. The system designers thought that tracking all the hospital and patient records electronically would provide the hospital with long-lasting benefits for effectiveness, high-quality care and monitoring, and scalability. The Indus also attracted promotions and donor's courtesy of being considered by the mass media as "Pakistan's first paperless hospital."

Approximately 2 years and USD 4 million in restorations later, in mid-2007, the Indus Hospital treated its 1st patient. The Indus' Directors Mr. Abdul Khan, Mr. Zaidi, and additional founding medical doctors Mr. Muhammad Chinoy and Mr. Akhtar Aziz described to a 9-member board of directors which was consisted mostly of businessmen of Karachi. The founding doctors worked free of cost for the first 6 months. The Indus hospital's preliminary services replicated the forefathers' specialties: orthopedic, urological, and cardiac surgery, along with anesthesia. The Indus hospital concentrated on exclusive procedures which are patients could not be able to afford out of their pocket. The forefathers did not deal with maternal health facilities, believing that the high demand for this facility would overpower the hospital (see **Exhibit 1** for the Indus hospital's vision and mission statements).

The leaders of Indus did not build a comprehensive, written tactical development plan. Each year the leaders revised their clinical facilities and talk over whether the facilities fit their broad vision if they could appeal to enough funding and employment and if they had enough operational capability. The Indus hospital added general surgery for adults, pediatric, and nephrology after recruiting experts in these areas. With the help of donor funding, the Indus hospital started a dialysis center of 10 Beds, a gastrointestinal specialist was recruited, started a suite of endoscopies, and presented ophthalmology facilities. Additional donors provided funding for mental health care services, a department of neurology, and costly diagnostic machinery, like CT[20] and PET[21] scanners, nevertheless the Indus' leaders turned them down, by saying that the hospital wasn't yet prepared for those kinds of investments. Mr. Abdul Khan said, "We want to grow fast to meet the huge needs of the community, but we have to constantly balance our growth with our commitment to high quality."

Globalization

Indus hospital was working with the Global Health Directorate. Global Health Directorate was working in with collaboration Indus Hospital. The Global Health Directorate (GHD)[22] was one of the eight directorates within the Indus Health Network (IHN). GHD oversees public health programs across the country, including TB[23], Malaria[24], HIV/AIDS[25], maternal and child health, non-communicable diseases, surgical conditions, and mental health programs. GHD was a major provider of public health services in Pakistan, with an annual operating

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[19] The United States dollar (symbol: $; code: USD; also abbreviated US$ or U.S. Dollar)

[20] A CT scan or computed tomography scan is a medical imaging technique used in radiology to obtain detailed internal images of the body noninvasively for diagnostic purposes

[21] A positron emission tomography (PET) scan is an imaging test that can help reveal the metabolic or biochemical function of your tissues and organs.

[22] The Global Health Directorate (GHD) is one of the eight directorates within the Indus Health Network (IHN)

[23] Tuberculosis (TB) is a potentially serious infectious disease that mainly affects the lungs.

[24] Malaria is a serious and sometimes fatal disease caused by a parasite that commonly infects a certain type of mosquito which feeds on humans.

[25] HIV (human immunodeficiency virus) is a virus that attacks the body's immune system. If HIV is not treated, it can lead to AIDS (acquired immunodeficiency syndrome).

budget of 20 million USD$. GHD was proud of all the work that it does and will continue to improved access to quality healthcare, free of cost to patients and communities. GHD had impacted 1.8 Million People's lives and received USD 130+ Million in Funding. The Team of GHD had over 1300 employees & they have provided imaging services, Lab Services & Call Center Services. In Imaging services; they had 51 mobile X-Ray vans and 10 points of care Ultrasound Machines. Laboratory Services; they had 67 GeneXpert[26] Machines and 23 lab Collection Points in Pakistan. Also at the call centers, they were received 304,000+ incoming & outgoing calls to improve linkages to care. If we look at the funding, then they had an annual operating budget of 20 Million which International Grants are 53% and National Grants and doners are 47%.

Indus Hospital & Health Network was a self-sustaining system that solely relies on public donations. The primary funding comes from Pakistani nationals residing in and outside the country. The creation and existence of Indus Hospital & Health Network showed the generosity of the individual and corporate donors. After established a resource generation network in Pakistan, IHHN had developed an out-of-Pakistan system to produced more finances. (see **Exhibit 3** for International Partners).

Diversification of revenue sources also gave the chance of limiting the control of public and private donors. IHHN[27] was the only have a source of funding for Zakat[28] and government funds. In Lahore Area, there were a public-private partnership and Punjab Govt. had already cut off 50% budget in Lahore in the health sector. In one Hospital with a Headcount of 600, there were almost 5 to 6 HR resources but now due to the cut-off budget, the HR resource was limited to only 2 persons. And now the Big donation of the Global Health Directorate had returned from IHHN.

After more than a decade The Indus Hospital became a Large Health Network and Expanded itself more and more and quickly all over the country. But this expansion was too much to handle for the Organization and all the operations are controlled by the head office in Karachi. All approvals were being taken from Head office Karachi. No campus had the authority to make any decisions without the consent of the Head Office. (see **Exhibit 2** for Expansions) These Expansions were good but there were no centralized system to control the organization and did not have any proper software system for all staff profile making in the HR department. All the Letters were being signed through Head office from all other sites that bear unnecessary expenses and delays. That's why huge expansions were creating HR Issues, e.g. *lack of career growth, low salaries*, *no proper promotion policy*, *unnecessary pressure, and stress,* and a *Manual working system* i.e. *using excel for payroll.* That's why Mr. Ali (Manager HR) was facing these issues regarding the HR Department. Manager HR had to develop an efficient solution to these problems so that the higher management could consider it crucial to apply it to the system of the organization.

Manager HR started working on these problems and digging deep into the department and organization to find out the best possible solutions that can be applied to the system to make it better to control the huge number of employees. After some work Mr. Ali found some points; how can we improved the performance of the HR system in the organization? He expressed that there was a need to improve the overall structure of the HR department of the organization. Then he described that the management needs to provide proper HR resources as per health sector policy so that they could give better performance. He suggested that there could be dedicated software to manage all the profiles of the staff members in the organization. Because the organization were using software like; MS Excel for this purpose. Using MS Excel[29] to make all Payrolls was a time-wasting process. That's why dedicated software can have prepared payrolls quickly and efficiently. He suggested that there was also a need to raise the Market adjustment for the HR Resources and there would be proper career growth in the HR department of the organization so they remain motivated and gave their performance at their best.

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[26] The Genexpert diagnoses TB by detecting the presence of TB bacteria.
[27] Indus Hospital & Health Network
[28] As one of the pillars of Islam, zakat is a form of obligatory charity that has the potential to ease the suffering of millions.
[29] Microsoft Excel is a software program produced by Microsoft that allows users to organize, format and calculate data with formulas using a spreadsheet system.

HR Operations and Staffing

In the Initial stage, they started the process of Recruitment and selection process, then Compensation and Benefits (Insurance[30], EOBI[31], PESSI[32], Provident Fund[33]) were discussed, Forward leave management system is discussed, after that employee relation and retention process came, then training and development of the employees took came place, next processes were HR business partners and performance management system and at the end, final settlements were discussed.

Primarily, The Indus paid their employees less than the commercial rate of the market, depending on the mission of the hospital to attract a workforce. After three years, The Indus administrators recognized that recruiting and retaining an experienced workforce was the Indus hospital's key growth preventive reason. In mid-2019 the Indus hospital hired a consulting firm to investigate the local health care wages. After revising the findings, The Indus raised almost all staff wages so that ancillary workforce, residents' and nurses' wages matched according to the local rate of the market.

Despite all of this, there were still many key issues regarding the HR Department; there was no Power distribution to campuses, Two Resource was working in Recruitment and selection, Employee relations, Payroll working, Training, Appraisal activity, and final settlement. This was too much burden for two Resources to manage all tasks by themselves. The HR department had to work intensively and the employees cannot take annual leaves. The Organization had a very limited budget for HR that's why more HR resources [34] cannot be hired and they were even cutting off the current HR resources. The Organization even did not have a proper system of career promotion in the HR department. All the Payrolls of more than 12k employees are managed by using manual working and Microsoft Excel instead of using Proper employee management software. All Profiles of employees were in hard form and only available to the local campus, if there were some letters to sign then they sent them to head office for signature which wasted time and resources. Being worked manually and having files in hard form the organization did not have a backup plan for the files. If the files catched fire or any other accident, then all the employee data would be lost. This manual working was also caused a delay in employee relations cases.

What Should Manager HR do?

Manager HR found some problems with the HR system of the Organization: Discuss What would be suitable Solutions if you were in his condition and what solutions Manager HR give to solve the problems? What could be done to control high turnover in the HR Department? What could the Organization do to Manage over 12k employees efficiently? Why there were low Salaries in the Organization and how could be this issue resolved? Discuss the issues raised by the low wages rate of the workforce? Discuss how could an organization work properly when it's all budget depends on the donors' funding? What could the organization do to make Payrolls for such a huge number of employees without wasting time and effort? What did an organization do to motivate employees and maintain their motivation to minimize employee turnover?

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[30] Insurance is a contract, represented by a policy, in which an individual or entity receives financial protection or reimbursement against losses from an insurance company.

[31] The Employees' Old-Age Benefits Institution is the pension, old age benefits and social insurance institution of the Government of Pakistan.

[32] The Punjab Employees Social Security Institution (PESSI) is an autonomous body under the administrative control of Labour & Human Resource Department under the Punjab Government Rules of Business, 1974 established through the Provincial Employees Social Security Ordinance, 1965.

[33] A Provident fund is a contributory retirement plan to benefit the employees.

[34] Human resources managers plan, coordinate, and direct the administrative functions of an organization

ANNEXURE

Exhibit 1: Indus Hospital Mission and Vision Statements

Mission: "To provide health and excellence-driven comprehensive unconditional medical services to humanity—free of charge only to please Allah SWT."

Vision: "The Indus Hospital is a state-of-the-art tertiary care center accessible to the public free of charge. Local and expatriate professionals provide specialized medical care under Good Clinical Practices, with an emphasis on innovation and research. The tertiary care facilities at the hospital will be complemented by community outreach programs focused on prevention and early detection of disease, encouraging community involvement and ownership."

Source: The Indus Hospital.

Exhibit 2: Expansion

- The Indus Hospital, Korangi Campus, Karachi
- Badin Hospital
- The Indus Hospital, QF-NST CAMPUS, LAHORE
- Sabzazar Hospital
- Khana Nau Hospital
- Raiwind Hospital
- Mian Shahbaz Sharif Hospital
- Manawan Hospital
- Recep Tayyip Erdogan Hospital Muzaffargarh
- Multan Kidney Hospital
- Community Health Department

Source: The Indus Hospital.

Exhibit 3: International Partners

- Friends of The Indus Hospital, USA Partner
- The Indus Hospital United Kingdom Charity
- Friends of Indus Hospital, Australia
- The Indus Hospital UAE Partner
- Friends of Indus Hospital, Switzerland

References:

-https://indushospital.org.pk/
-https://www.globalhealthdelivery.org/files/ghd/files/ghd-023_indus_hospital.pdf
-By Interviewing Assistant Manager HR of Indus Hospital & Health Network, (Sabzazar) Lahore, Pakistan.

TEACHING NOTE
THE INDUS HOSPITAL: WORKFORCE DYNAMICS AFTER EXPANSION

CASE SYNOPSIS:

Mr. Ali was the Manager HR of a Nonprofit[35] Organization called Indus Hospital & Health Network located in Pakistan[36]. He was facing many issues in his HR department related to HR[37] resources. These issues were present all over the organization and higher management was unabled to resolve these issues. In his findings the members of the HR department were complaining about; lack of career growth, low salaries, no proper promotion policy, unnecessary pressure, and stress, and a Manual working system i.e. by using excel for payroll. These were the main causes that were affecting the whole system of HR negatively and also caused a high rate of turnover in the department. The MANAGER HR[38] alone could not take major decisions because the Organization did not give powers to other campuses. Every decision was taken by the Head office in Karachi[39] and the Organization didnn't have a proper centralized system to manage the HR Department which had over 12k employees all over the country. This case was designed to teach the Students of Human Resource, so that they could analyze and understand the real life situations of any organization faced similar HR scenario.

CASE OBJECTIVES AND TARGET AUDIENCE

This is a medium level of difficulty case, which was written for undergraduate classes in business and public administration. It can be taught in courses on human resource management, Strategic Management and performance management. The purpose of the case is to familiarize students with real-life diversity issues that prevail in the industry. The issues, in this case, are specific to a particular region; however, by analyzing this case, students will gain insight into ethnic issues that exist across cultures. The case study encourages students to conduct in-depth research on Different organizations, economies, and cultures.

RELEVANT READINGS

Before investigating this case, the students must be aware of the concepts of human resource management. The following readings should help them understand this theory better:

1. *Gary Dessler, Human Resource Management, 15th Edition, 700 pages, Published in 2016*

2. *Lawrence Fine, The SWOT Analysis, 80 Pages, Published in 2011*

3. *Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich, HR from the Outside In Six Competencies for the Future of Human Resources, Published in 2017*

RESEARCH METHODOLOGY

This case is based on a real time situation of an organization located in Pakistan. In this case HR department issues was discussed and the data of the organization was collected mainly through the interview of the person who was working in the organization.

The story and the main crux of the case was developed through the qualitative research method. In this Method the researcher asked open ended questions about the working and issues of the organization to develop the data of the current scenario of the organization regarding the issues of HR department. Other written data is taken

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[35] A non-profit organization is a group organized for purposes other than generating profit and in which no part of the organization's income is distributed to its members, directors, or officers.
[36] Pakistan is a Country Name
[37] HR: Human Resource
[38] MANAGER HR: Human Resource Manager
[39] Karachi is a big city in Pakistan

from the official website of the organization. Furthermore, the data of the teaching note to build the assignment questions is also based on the interview of the responsible person and to help the answers there is also some data was taken from the published emerald research paper and some other resources.

Overall the research methodology is a mixture of interview based data and some basic data based on internet from official sources.

ASSIGNMENT QUESTIONS

1. What were the major problems at Indus Hospital & Health Network?
2. What were the main reasons for the Problems in Question 1?
3. How could the MANAGER HR resolve the Major issues in the Unsuitable Environment?
4. Develop a SWOT[40] Analysis of the HR Department of Indus Hospital & Health Network.

TEACHING PLAN

Task	Timeline
Break students into groups: three or four groups, with five or six students in each group	5 Minutes
Question 1	15 Minutes
Discuss: Every group should give one reason at the beginning of the class. Jot these down on the board. Ask students why they consider their reason to be a major issue. List all problems and discuss why some of them are more significant than others. Any issue that does not need to be resolved urgently and is not causing the company a financial loss can be treated as a minor concern.	
Question 2	15 Minutes
Discuss: The response to this question is to be discussed in the context of the HR management concept. If the discussion is left open, multiple answers from different disciplines will emerge, which can result in a debate without a conclusion. The best method for discussing this question has been provided in the following analysis.	
Question 3	15 Minutes
Discuss: Students should be encouraged to think about that what would the process of resolving the issues which MANAGER HR adopted for the betterment of the HR Department.	
Question 4	30 Minutes
Discuss: All groups are required to Develop a SWOT Analysis of the HR Department of Indus Hospital & Health Network.	

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[40] SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT analysis is a technique for assessing these four aspects of your business.

Conclude and close the case	10 Minutes
Total	**90 Minutes**

ANALYSIS OF QUESTIONS

1. **What are the major problems at Indus Hospital & Health Network?**

Mr. Ali (MANAGER HR) and his team conducted reviews of the employees regarding the problems behind the HR Department of the Indus Hospital & health Network; they found out that many employees have been complaining and describing their issues such as; *lack of career growth, low salaries*, *no proper promotion policy*, *unnecessary pressure and stress* and *Manual working system* i.e. *using excel for payroll.*

For the Facing Issues Mr. Ali Provided suitable and reliable solutions to the higher management of the Organization so that the performance of the HR department could be improved efficiently not only for his hospital but all over the organization. These problems were disturbing the whole organizational system of HR. Because Organization had a very huge amount of employees working in many departments and managed by the HR department of the Organization. By resolving these issues effectively, the all-over performance of the HR department would increase and they could be able to do their work efficiently and they would gain motivation to do their work at their best level.

2. **What are the main reasons for the Problems in Question 1?**

Indus Hospital & Health Network was a very large organization spread out all over Pakistan. It holds the state of the art hospitals and has over 12k employees all over the country but it lacked HR Operations and It did not have a centralized system to manage all the employees. And above that, it was expanding very rapidly, Because of a high rate of expansion without having the proper Employee management system was Creating unnecessary pressure and stress on the HR Department.

Indus Hospital & Health Network was running on a self-sustaining system that solely relies on public donations. Indus Hospital & Health Network was the only having source of funding for Zakat[41] and government funds. In Lahore Area, there was a public-private partnership and Punjab Govt. had already cut off 50% budget of Lahore in the health sector. In one Hospital with a Headcount of 600, there were almost 5 to 6 HR resources but now due to the cut-off budget, the HR resource was limited to only 2 persons. And Also the Big donation from Global Health Directorate had returned from IHHN[42].

The Indus Hospital became a Large Health Network and Expanded itself more and more quickly all over the country. But this expansion is too much to handle for the Organization and all the operations were

[41] As one of the pillars of Islam, zakat is a form of obligatory charity that has the potential to ease the suffering of millions.
[42] IHHN: Indus Hospital & Health Network

controlled by the head office in Karachi[43]. All approvals were being taken from Head office Karachi. No campus had the authority to make any decisions without the consent of the Head Office. That's why HR Department couldn't do anything solely. They had to forcibly work on a poor quality system provided by the upper management.

3. How can the MANAGER HR resolve the Major issues in the Unsuitable Environment?

Mr. Ali (MANAGER HR) could only provide solutions and suggestions regarding the major issues based on his hands-on experience working in the situation. MANAGER HR worked on the problems that the Organization was facing and dig deep into the department and organization to found out the best possible solutions that could be applied to the system to make it better to control the huge number of employees. After working on the facing issues Mr. Ali found out some points; how could he improve the performance of the HR system in the organization. He suggested that there was a crucial need to improve the overall structure of the HR department of the organization. Because the system on the organization was running could be suitable for a very smaller level organization but it certainly was not suitable for the Indus Hospital & Health Network. The system of manual working was old, now days giant organizations were working on a dedicated software system to control all their operations. He suggested that there could be dedicated software to manage all the profiles of the staff members in the organization. Because the organization was using software like; MS Excel[44] for this purpose. Using MS Excel to make all Payrolls was a time-wasting process. That's why dedicated software can prepare payrolls quickly and efficiently. Even though there are lots of other benefits to using the dedicated software; e.g. all data of employees were backed up and safe from losing by an accident, a centralized and interconnected system would also give access to employee data anywhere in the organization. Managing the performance of the employees would be very efficient too.

He also described that the management needs to provide a proper resource as per health sector policy so that they can give better performance. He suggested that there were also a need to raise the Market Adjustment for the HR Resources Because Indus paying their employees less than the commercial market rate, and he raised a point that there should be proper career growth in the HR department of the organization so the employees remain motivated and give their performance at their best. Because make the employees more comfortable and motivate at their work the organization should make decisions of improving their salaries and career.

4. Develop a SWOT Analysis of the HR Department of Indus Hospital & Health Network.

SWOT analysis is a strategic planning and strategic management technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning. It is sometimes called situational assessment or situational analysis. **(See Figure 1).**

In SWOT Analysis, strong and weak aspects of an organization are identified by examining the elements in its environment while environmental opportunities and threats are determined by examining the ele-

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[43] Karachi: A Big city in a Country named 'Pakistan'
[44] Microsoft Excel is a software program produced by Microsoft that allows users to organize, format and calculate data with formulas using a spreadsheet system.

ments outside its environment. In this sense SWOT Analysis is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities and threats of an organization. It provides information that is helpful in matching the organization's resources and capabilities to the competitive environment in which it operates.

Strengths and opportunities are helpful to achieve the organizational objectives. They are favourable for organizations. Weaknesses and threats are harmful to achieving the organizational objectives. They are unfavourable for organizations. Therefore, underlying any successful selection of strategies is an analysis of the organization's internal strengths and weaknesses that are posed by internal environment and the opportunities and threats that are posed by the external environment. In other words, manager's role is to try to 'fit' the analysis of externalities and internalities, to balance the organization's strengths and weaknesses in the light of environmental opportunities and threats. Identifies many of the variables that management should analyse.

ADVANTAGES OF SWOT ANALYSIS

How to make plans or decisions is a concept that is critical to managers and employees of any organizations. SWOT Analysis is a very popular method used by organizations for strategic management and marketing. It is a tried-and-true tool of strategic analysis. It is possible to mention many characteristics that affect the preferability and usability of SWOT Analysis. These characteristics that can also be evaluated as advantages can be listed as follows:

- SWOT Analysis is an analysis technique that has a general perspective and presents general solutions. Details and specific issues are not the focus of SWOT Analysis, but the other analyses that would follow. In this sense, SWOT Analysis is a road map that guides one from the general to the specific.
- SWOT Analysis is an interactional analysis technique that makes macro evaluations possible. As an analysis tool, SWOT provides the opportunity to focus on positive and negative aspects of internal and external environment of the organization, in another words the elements in this environment that add plus and minus value, all together in a related perspective. In this regard, it is also possible to describe SWOT Analysis as 'Two-by-Two Matrix'.
- SWOT Analysis can help organizational managements to uncover opportunities to take advantage. By understanding weaknesses, threats can be managed and eliminated. To examine an organization and its competitors through SWOT Analysis, strategies that help distinguish a company from competitors can be formulated.
- SWOT Analysis forms a thinking model for organizational managements as an approach and analysis technique. This model gives one the opportunity to limit the agenda in the steps of information gathering and interpretation, and shows the points that the decisions are based on. In other words, SWOT Analysis prepares the substructure for strategic decisions.
- SWOT Analysis fits other theories and strategic decision tools. For example, SWOT encompasses a number of different forms of analysis, such as Porter's Five Forces Model, Delphi Panel, Norton Balanced Score Card etc.

- SWOT Analysis promotes group discussion about strategic issues and strategy development. By using creative participatory techniques such as brain storming, group meetings, it enables the pool knowledge.
- SWOT Analysis helps organizational managements to start a discussion for the future and goals of the organization by moving beyond daily problems and the current situation.
- SWOT Analysis can be applied at different analytical levels -individual level, organizational level, national level, international level-. It can be used by educational institutes, non-profit organizations, countries, governments, projects on multiculturalism etc.

If we do a SWOT Analysis, then we can properly understand the situation that Mr. Ali (MANAGER HR) is facing in the HR Department of Indus hospital & Health Network.

Strengths:

1. Organizations can manage the resources and power to strengthen their HR system.
2. The organization is already running a digital record-keeping system for their patients so it would not be that much difficult for their employees to understand a new dedicated HR system.
3. Organizations can hire a Private Company to make Dedicated Software to manage their HR Department.
4. The organization has already a proper digital power in the shape of Computers that is ready to run new software because it is already running a patient record system.

Weaknesses:

1. Indus Hospital & Health Network does not have a reasonable number of HR Employees to work efficiently.
2. It does not have employees who are already trained to run such dedicated software.
3. The power distribution of the organization is unfair and unsuitable when they are expanded so much.
4. The financial sources of the organization are limited because the organization only runs on funding and donations.

Threats:

1. Maybe some of the present employees could create resistance to change in the organization.
2. Access to all employee data easily can create a risk of digital information leakage.
3. Lack of career growth will increase high turnover in the organization.
4. To make such a huge centralized HR management system can take a long time and big financials.

Opportunities:

1. A dedicated HR Software will ease the minds of HR employees and they will perform efficiently.
2. The organization will work efficiently and the employees' data will be safe from any accident.

3. Monitoring the employees' performance will be easy and quick.
4. HR resources can focus on their other tasks more accurately.
5. By having an interconnected system, the higher management can overview all employees from the head office.
6. All HR employees will be motivated to work in a digital environment instead of using old manual work.
7. Other similar organizations will also be able to learn that they could also run their system in such a way as Indus does.

Conclusion:

It was proven that an organization couldn't be operated efficiently if it did not have a proper Human Resource management system. If the organization was huge as The Indus, then it would be very difficult to sustain in this situation. The system of the organization should run smoothly. If the HR system had many loops and gaps, then it could be a great loss in the efficiency of the origination. So, it would be a good practice to obtain highly experienced HR professionals so they could manage a huge number of employees of the organization. Also, there should be a use of the latest technology to manage HR in the organization. There should be a proper number of HR resources so they could do their work without exhaustion. There should also be a need for proper power transfer to the HR resources so the other campuses can do their job efficiently without the interference of the head office. Because every situation was changed and required decisions accordingly, if the power was distributed properly to the campuses then they would be able to make proper decisions in time. Also, there should be a proper promotion or career management for the HR resources so they could work willingly and stay motivated towards the organization.

ANNEXURE

Figure 1:

References:

-https://indushospital.org.pk/
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