

AN INFERENTIAL RESPONSE OF ORGANIZATIONAL CULTURE UPON HUMAN CAPITAL DEVELOPMENT: A JUSTIFICATION ON THE HEALTHCARE SERVICE SECTOR

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Abstract

Research background: Many studies have declared the influence of organizational culture on the performance of employees, however little attention was given to the correlation of organizational culture and human capital development in the healthcare sector in the Indian context.

Purpose: The current study intends to elucidate the effects that organizational culture has on the development of Human Capital for various healthcare service sector organizations in Odisha.

Research methodology: A total of 300 responses were gleaned from various employees employed in different healthcare service sector organizations operating in the Odisha market. The positive influence of Organizational Culture (OC) was observed on the development of human capital as was found from the results of the data analysis.

Results: From the findings of the study the positive influence of various Reward Systems, Trend towards Participation and Trust was observed on the development of human capital. However, the results of the study showed no significant influence of the dimensions of information systems on the development of human capital.

Novelty: There are no previous studies which have substantiated the positive impacts of Organizational Culture on Human Capital Development (HCD) which were explicit to the Indian healthcare service sector. Furthermore, the findings of this study provide a unique insight into the influences of certain elements of organizational culture upon developing the human capital of healthcare service sector employees in the Indian context.

Keywords: Organizational Culture, Human Capital Development, Healthcare service sector

JEL classification: C12, I19, J24, M12, M54

Introduction

Organizations these days are confronted with immense challenges while operating in the business environment which has been brought upon by radical dynamism, an ever changing environment and complexity (Ababneh, Hatamleh, 2013). Arising from these challenges, it has resulted in organizations modifying their existing patterns and moving towards a pattern of organization which was more focused on the knowledge assets of the organization such as human capital. In contrast with the earlier age of organizations where the main element of production was physical capital, organizations which were based on knowledge assets became dominant in the era of knowledge. This led organizations to re-evaluate their current disposition on the development of the available human resources and to be more focused on not only creation but also on the development of the available human component to enhance their excellence and creativity so as to generate more benefits through the optimum utilisation of knowledge assets. For organizations to succeed in business by efficiently tackling the market competitors, it has become imperative for organizations to focus on the enhancement of human capital which represents the intellectual resources of the organizations. Human capital is the prime source of all the creativity and innovations within an organization, along with being a crucial factor for the economic growth of an organization as well as being a prime contributor towards organizational performance particularly as it initiates the modernisation and development of an organization. It is because of these reasons that it is quintessential for organizations which intend to, not only survive in the market but also to gain a competitive edge over competitors, develop, attract and retain human capital. It is essential for organizations to have a positive and supportive organizational culture and at the same time being flexible enough to facilitate the continual enhancement of the quality of work and the creation of a positive working environment which

encourages positivity so as to provide innovative solutions to complex problems. It is important that organizations improve and enhance the routine organizational procedure to procure qualified and adequately experienced human capital as they provide endless innovative ideas as well as new products which then compels organizations to acquire new knowledge assets and thus focus more on innovations (Obeidat *et al.*, 2017). The provision of the finest HC necessitates the establishment of a supportive organizational culture in the working environment. Along with this, having a proper organizational culture motivates employees to enhance their technical skills, knowledge base and facilitates employees to develop and improve their skills and experience through the exchange and creation of information (Ababneh, Hatamleh, 2013).

Thus, this current study aims to elucidate about the influence of OC upon the enhancement and development of the HC of various healthcare service sector organizations operating within the Odisha market. After a thorough review of the existing literature, a gap was found, that there was almost no substantial study related to the impacts or organizational culture on the development of human capital working in the healthcare service sector organizations in the Indian context. Therefore, the aim of this study is to evaluate the degree of influence that organizational culture has on the promotion and enhancement of human capital within the service sector organizations which are operational in Odisha, India.

This study mainly tries to ascertain whether the organizational culture that exists within the healthcare service sector organizations operating within the Odisha market influences the development of human capital or not. From here on after, there arise two research questions, which are as follows:

1. Do the healthcare service sector organizations operating in Odisha have a clear vision regarding organizational culture?
2. Do the healthcare service sector organizations operating in Odisha have a clear vision regarding human capital?
3. From these we derive the aims and objectives of this study, which are as follows:
4. To determine the significance of developing human capital for the service sector organization operating in Odisha.
5. To ascertain a way to construct, develop and implement a good organizational structure in the service sector organizations in Odisha.
6. To determine the degree of influence that organizational culture has on the development of human capital in the case of service sector organizations operating in the Odisha market.

The manuscript's structure could be broadly divided into five parts. The first part being the introductory part in which we discuss the current scenario and the necessity to focus on the importance of having a supportive organizational culture to facilitate the development of human capital in which we address the novelty, research problem and aims and objectives of the study. The second part is the literature review part in which we thoroughly discuss organizational culture and the different factors which could influence the development of human capital. Furthermore, we discuss human capital itself along with the relationship of organizational culture with human capital development. The third part of the study is the methodology part which contains the hypotheses, methods and techniques of the collection and analysis of data. The fourth part is the discussion part where the findings and results of the study are discussed. The last part is the conclusion in which the overall study has been summarised along with stating the limitations of the study and future scope of study; this is followed by the references used in the study.

1. Literature Review

1.1. Organizational Culture

Organizational culture can be stated as the amalgamation of the collective values, beliefs and assumptions of all the members of an organization (Allameh *et al.*, 2011; Sánchez-Canizares *et al.*, 2007). Furthermore, organizations which decide to take up a new value and incorporate it into its culture, expect all of the members of the organization to incorporate the same value in their behaviours in their day to day work-life (Kofi Poku, Owusu-Ansah, 2013; AlSakarneh, 2010). According to Jones (2004), OC is the combination of all the common standards and values by which the interactions of the members of the organization, both inter-personal interactions as well as interactions with the external environmental factors of the organization, are being modulated.

As stated by Robbins and Judge (2009), organizational culture is the synchronized system of meanings which are common for all and is carried by all which separates a particular organization from other ones. As per the studies conducted by many researchers (Schreiner, 2005; Luthans, 1992; Chang, Lin, 2015; Allameh *et al.*, 2011) organizational culture was considered as a crucial component of an organization which acted as a behavioural guide and helped in solving problems, which represented the combination of all the ideologies, values, meanings, assumptions and beliefs of all the members of the organization. Organizational culture is an extensive process which provides innovative ideas and procedures which can be implemented

by organizations through their products or services. This originates from combining the thoughts, ideologies, assumptions, practices and values of the members of the organization with the practices of the management of the organization. Thus, having an effective organizational culture is essential for the smooth functioning and proliferation of an organization (Sen *et al.*, 2022).

Organizational culture plays a crucial role as it acts as both as a guiding principle and ideological reference for the behaviour of employees within the organization. This also elucidates the acceptable procedures in work which will be accepted as well as the unacceptable procedures at work which will be rejected by the first founders (Allameh *et al.*, 2011). The OC is influenced by the prevailing predominant culture that exists within the community in which the organization operates, thus creating some similarities of cultures within those organizations that are operating in the same social environment (Milkawi *et al.*, 2017).

For instance, if two different organizations are taken into consideration which are operating in the same social environment, we can observe that both the organizations have some similarities within their organizational cultures and as the time passes distinct characteristics of the culture can be observed by both the internal as well as external audience. Possessing an organizational culture which distinguishes one organization from others has many benefits and contributes towards the enhancement of an individual as well as organizational performance (Gold *et al.*, 2001). A well established and properly implemented organizational culture facilitates innovative behaviour among employees and provides a common measure for all the employees of the organization (Zafar *et al.*, 2016).

Along with the other components of an organization, organizational culture is considered as a crucial element which influences organizational behaviour. According to Kushwaha and Rao (2015), OC not only aims at achieving proper internal cooperation among workers so that they function collectively as a common unit but also to assist the organization in order to settle into the external environment of the community in which it operates. Taking into consideration the prevailing scenario it is organizations which operate in a rapidly ever-changing external environment, where there is the emergence of new products and innovations, etc. It becomes imperative for organizations to have a proper OC which guide them in satisfying the needs of customers as well as dealing efficiently with market competitors (Adewale, Anthonia, 2013).

One of the primary aims of organizational culture is to guide employees and provide a proper organizational behavioural framework which when adopted by the employees will facilitate the acknowledgement of the values and entity of the organization along with their personal beliefs. As advised by Mallak (2001), OC acts as a guiding principle for employees

while making any decision if proper policies, rules and regulations are not pre-defined by the organization in a certain scenario. Hence, OC is considered crucial for the achievement of common goals and objectives of organizations as it has a pivotal role as an element which is responsible for the successful implementation of the strategies aimed towards the smooth functioning of an organization. As elucidated by Rizescu (2011), various factors such as the history of the organization, managers of the organization, employees of the organization and overall national culture influences the organizational culture within the organization.

However there still exists, disagreement regarding the various aspects of organizational culture relating to the numbers and variety, Schein (2010) as stated from Khwein (2009) five crucial aspects of organizational culture are as follows: avoidance of uncertainty and lack of commitment, the utilization of power, the tendency toward the utilization of reward, intention of participation and trust. Erickson (2000), in contradiction to this stated that the various aspects of organizational culture should consist of proper communication, the proper structure of the organization, the collective sense of responsibility of security that should exist within the organization, the value of the security of the organization, participation of the employees in the decision making process, proper behaviour of the management, as well as the employees' behaviour and employees' responses to the various said aspects. As per the study conducted by AlHuneiti (2013), which restricted the dimensions to; "reward systems, organizational structures, leadership, employees, operations, and information systems". In consideration of the above stated elements, based on the analysis of the literature, and constant with the population of the studies, an agreement was reached by the researchers that the foremost crucial aspects of organizational culture are as follows:

- Information Systems

As stated by Laudon and Laudon (2014), information systems are "a group of connected components (physical, human, programming, and networking) that work together to collect, process, save, and publish the information to support the decision-making process."

- Rewards Systems

As stated by AlHuneiti (2013), reward systems include all the rewards that are given to the employees for performance enhancement and evaluation, like appreciation, extra bonuses, incentives, motives etc.

- Trust

It can be stated as a psychological contract which is unwritten and is formulated to match the expectations of both the involved parties, this binds them together to commit

behaviourally as well as rationally in an expected manner resulting into a mutual agreement which in turn governs their relationship. According to Al-Azzam (2015), though this kind of contract cannot be legally bound as it remains unwritten, for the evaluation of the nature of the relationship between the two invested parties it acts as a fundamental tool for evaluation.

– Trend towards Participation

According to the study of Al-Azzam (2015) it could be stated that once an organization's management motivates the workers for their participation in the process of making crucial the decision of the management in an exceedingly manner that then boosts the morale of the employees (Khwein, 2009). This however can also be stated as the collection of various practices, techniques and procedures which an organization can use to enhance and expedite the dissemination as well as the production of business knowledge amongst their workers.

1.2. The Human Capital

The evolution of the human capital theory occurred around the nineteen-sixties, that is predicated on the fact that the wealth of the organization can be maximised in an exemplary way by the highly skilled and experienced employees of an organization who represent the human capital, who in turn plays as vital of a role in the achievement of the organizational goal as any other physical capital owned by an organization (Nejem, 2008). As stated by Ibrahem (2012), HC can be propounded by the proficiency, knowledge and dexterity acquired by an employee via the investments done internally on training, building proficiency of the individuals and on the overall culture. As per the study of Chien (2015), HC can be conjointly outlined as the dexterity and cognizance which exists within the employees and are continuing with them, part of this cognizance could either be comprehensive as well as collective or could be gained personally. Apart from this, it is observed that the employees within the organization who are knowledgeable as well as showcase a certain degree of erudition and show the tendency to improve themselves as well as gain more knowledge, tend to have a higher degree of commitment towards ethics at all levels of management (AlAdwan, Suleiman, 2012). It can thus be stated that human capital encompasses within itself the skills, erudition, expertise and proficiencies that are desired by the organization but cannot be procured by it as it can only be possessed in the minds of the human component of the organization. HC thus represents the sheer exhaustive experiences, proficiency and abilities of an individual on the basis of the knowledge possessed by the said individual (Bontis, 2001). As stated by Ibraheem (2012), the availability of HC

can be delineated within the qualified as well as the extensively experienced employees of the organization, facilitating the achievement of the desired growth and production enhancement via enhancing the financial knowledge levels of the employees and application of the same on the lines of production. Dizgah *et al.* (2011), opinionated that overall improvement of the performance of an organization can be achieved by the enhancement of the functionality and performance of human resources which in turn could be achieved through an improvement of human capital. As stated in the study by Begg *et al.* (2003), even when the various other aspects of production are kept constant, skilled and qualified employees show increased productivity as they are capable of doing so because of all their qualifications, experiences and knowledge saved in their minds, making them efficient human capital.

With the proliferation of knowledge-based organizations significant importance was given to the development of HC. This puts a lot of responsibilities on organizations, such as; attraction of the desired skilled and talented human resources, creation and sustenance of an environment which promotes education and enhancement of the quality of the available human capital through proper retention and development of a desirable existing workforce (Nejem, 2008). As elucidated by AlSaffar (2008), the crucial factors which were used in the different research for measuring the dependent variable HC, these can be stated as;

Knowledge of the Workers: facts or information that exists within an individual's mind which is basically a mixture of various values, expert understanding, experiences and contextual information.

It gives us a construct for the inclusion as well as the evaluation of the newly acquired knowledge and experiences and it exists within the cognizance of specialists (Abualoush *et al.*, 2017). As per the study conducted by AlSaffar (2008), a few imperative skills of workers are: adaptation skills, coordination skills, evaluation skills, execution skill, finishing skills, focus skills and investigation skills:

Morale of the Workers: it is advised that the organizations should tend towards development of the workers' morals as increased morals of the workers results in lesser costs and higher level of production as well as reduction in the number of job rotation and average number of absenteeism.

Experience of the Workers: an in-depth knowledge about a specific topic, a superior quality of knowledge and this alludes to the cumulated and procured knowledge of the workers from their previous and current job assignments (AlMughrabi, 2004).

Skills of the Workers: the prowess that are gained through experience and training while doing their current work.

A very crucial duty of management is the identification of the variations in the capabilities of their current workers and thus to provide them with necessary training for the enhancement of their skill sets that their jobs necessitate. As indicated by AlMughrabi (2004), the elements that have a significant influence on the morals of the workers are as such: improvement of interpersonal relationships among workers, an efficient system of communication, placing the right person in the right place and accessibility of an efficient system of incentives;

Innovation and Renewal: development and application of original ideas within the organization, along with the verity that the capability of an organization to acquire original and innovative things swiftly as well as significantly increases the value of the organization as compared to its competitors in the market (Nejem, 2008).

1.3. Organizational Culture and Human Capital

As stated by Mursi (2011), OC is the representation of the entire behavioural, ethical and moral framework which an organization takes into consideration while dealing with all the associated factors of business. This is because OC emphasises the ideological and behavioural patterns of employees, it has a significant influence on employees by shaping the desirable patterns of their behaviour and thus forming a mix to create a balance between the thought and action of individuals which is known as the cultural mix. OC considers workers as the participating members of an organization and focuses on their requirements and needs which facilitate the creation of similar values among workers. This in turn urges training and taking care of employees thus leading to the formation of distinct standards of performance. As in the case of Japan where an administrative organization is treated as a family, thus the pattern of organizational culture is quite distinctive in the case of Japanese culture making it economically very powerful (Saleeha, 2010). The OC facilitates the provision for a wide structure and immense opportunity for developing the behavioural and technical skills of the available human resources within an organization. OC facilitates the formation of a specified structure for the collective values and beliefs within organizations which assists in the formation of the desired behavioural patterns of employees, the development programs for human resources and the said cultural values align with the strategies of organizations which will lead to their success (Adewale, Anthonia, 2013). It is stated that a predominant OC brings about proper consistency and stability within an organization by encouraging and assisting employees to continue working with the organization by assisting them to get integrated with the social life

that exists within the organization (Wibawa *et al.*, 2014). As elucidated in the study of Allameh *et al.*, (2011) few of the functions of organizational culture are: it assists workers in inculcating the feeling of commitment and belonging towards the organization in which they are working, separated from their limited sense of personal benefits and personal requirements. This provides workers with the sense of being distinctive and having an unique identity; and it provides referential cases for workers for when they come across situations where they cannot realize the importance of administrative activities. Organizational culture plays a vital role in shaping the behaviour of individuals as per its features and conditions, and it facilitates the maximisation of the employees' perceptions towards the prevailing scenarios of the working environment that surrounds them. Therefore, organizational culture provides employees a framework of reference which assists them in elucidating the various activities and events that are going on around them.

2. Methodology

The data for the study was collected from lower level management employees working in various healthcare service sector organizations. For the required amount of sample necessary for this study we referred to the study of Sekaran and Bougie (2011) and found that a significant and suitable sample size for this study was 300. The required data was collected by using a simple random sampling technique with the help of a structured questionnaire containing the Likert scale. The questionnaire was circulated using Google forms. It was observed that many of the respondents either partially or incorrectly filled in the forms, thus many such responses were discarded. Thus, out of the 547 responses we received and selected only 300 usable responses for this study.

The present paper considered the analytical descriptive approach to understand the data sample characteristics. To clarify and explain the theoretical background of the paper recent papers and books are considered basing them on human capital and organizational culture. Furthermore, the study used the appropriate tools to understand the influential impact between the dependent and independent variables.

2.1. Understanding the Elements of Variables

It explains the characteristics of the study variables. The explanation for the dependent and independents variables executes the standard variables and averages and are ranked accordingly (Table 1).

2.2. Hypothesis of the Study

The hypothesis testing was conducted by implementing a simple linear regression. The result of such is used to define the acceptance and rejection of a null hypothesis. If the value of p is found to be more than 0.05 then the null hypothesis is subject to rejection and vice versa.

Study hypothesis

H0: Human capital is not explained by the features of organizational culture.

Table 1. Ranking the axes: a basis through Mean and standard deviation

Axis	Average	Standard deviation	Rank	Relative importance
Employees' experience	3.61	0.88	4	Medium
Employees' knowledge	3.71	0.72	3	Medium
Employees' morals	4.08	0.54	1	Medium
Employees' skills	3.94	0.61	2	Medium
Human capital	3.52	0.64		Medium
Renewal and innovation for the employees	3.77	0.91	5	Medium
Information systems	4.03	0.57	2	High
Organization's culture	3.49	0.04		Medium
Reward systems	3.88	0.071	4	Medium
Trend toward participation	3.94	0.69	3	Medium
Trust	4.12	0.51	1	High

Source: own elaboration.

The study considered various sub hypotheses to explain the main hypothesis that was presented along with the regression analysis in the following tables:

H1: Human capital is not explained by the information system

Table 2 depicts the results of the influential effects of the 'information system' upon the dependent variable i.e. human capital. It confirms the significant influential impact as the F stat result shows 10.237 and the significance of F is 0.001 which is less than a 5% level of significance. Further, the coefficient correlation R explains a positive relationship between the variables i.e. 0.334 and the coefficient determination shows 0.072 i.e. 7.2% is sufficient to explain human capital due to information systems, keeping other factors constant. The regression coefficient states the overall impact of human capital with $\beta = 0.31$. Adding to it the value of T was 2.162

with the p value as 0.002 this data output supports the rejection of a null hypothesis, i.e.; there exists a significant explanation of the information system upon human capital.

Table 2. Information system upon human capital having an influential role

Explanatory variable	β	Standard error	t -value	p -value
Information System	0.311	0.054	2.162	0.002

Note: R : 0.334; R^2 : 0.072; Calculated F : 10.237; p -value (F): 0.

Source: own elaboration.

H2: Human capital is not explained by the rewards system

Table 3 shows the results of the influential effects of 'rewards system' upon the dependent variable i.e. human capital. It confirms the significant influential impact as the F stat result shows 48.711 and the significance of F is 0.001 which is less than the 5% level of significance. Further, the coefficient correlation R explains a positive relationship between the variables i.e. 0.591 and the coefficient determination shows 0.412 i.e. 41.2% is sufficient to explain human capital due to the rewards systems, keeping other factors constant. The regression coefficient states the overall impact of human capital with $\beta = 0.481$. Adding to it the value of t was 9.347 with the p value as 0.000 this data output supports the rejection of a null hypothesis, i.e.; there exists a significant explanation of a rewards system with human capital.

Table 3. Reward system with human capital having an influential role

Explanatory variable	β	Standard error	t -value	p -value
Reward System	0.481	0.062	9.347	0

Note: R : 0.591; R^2 : 0.412; Calculated F : 48.711; p -value (F): 0.

Source: own elaboration.

H3: Human capital is not explained by the employee's trust

Table 4 shows the results of the influential impact of 'employee's trust' upon the dependent variable i.e. human capital. It confirms the significant influential impact as the F stat result shows 36.329 and the significance of F is 0.001 which is less than a 5% level of significance. Further, the coefficient correlation R explains a positive relationship between the variables i.e. 0.521 and the coefficient determination shows 0.343 i.e. 34.3% is sufficient to explain human capital due to the employee's trusts, keeping other factors constant. The regression coefficient

states the overall impact of human capital with $\beta = 0.391$. Adding to it the value of t was 8.337 with the p -value as 0.000 this data output supports the rejection of a null hypothesis, i.e.; there exists a significant explanation of the employee's trust with human capital.

Table 4. Employee's trust with human capital having an influential role

Explanatory variable	β	Standard error	t -value	p -value
Employee's Trust	0.391	0.071	8.337	0

Note: R : 0.521; R^2 : 0.343; Calculated F : 36.329; p -value (F): 0.

Source: own elaboration.

H4: Human capital is not explained by the trend towards participation

Table 5 shows the results of the influential effects of the 'trend towards participation' upon the dependent variable i.e. human capital. It confirms the significant influential impact as the F stat result shows 98.371 and the significance of F is 0.000 which is less than the 5% level of significance. Further, the coefficient correlation R explains a positive relationship between the variables i.e. 0.593 and the coefficient determination shows 0.486 i.e. 48.6% is sufficient to explain human capital due to the trend towards participations, thus keeping other factors constant. The regression coefficient states the overall impact of human capital with $\beta = 0.564$. Adding to it the value of t was 11.371 with the p -value as 0.000 this data output supports the rejection of a null hypothesis, i.e.; there exists a significant explanation of the trend towards participation with human capital.

Table 5. Trend toward participation with human capital having an influential role

Explanatory variable	β	Standard error	t -value	p -value
Trend Towards Participation	0.564	0.044	11.371	0

Note: R : 0.593; R^2 : 0.486; Calculated F : 98.371; p -value (F): 0.

Source: own elaboration.

The main hypothesis is confirmed through the multiple regression and the results defined in Table 6 show the results of the influential impact of organizational culture upon the dependent variable i.e. human capital. It confirms the significant influential impact as the F stat result shows 36.711 and the significance of F is 0.000 which is less than the 5% level of significance. Further, the coefficient correlation R explains a positive relationship between the variables i.e. 0.481 and

Table 6. Organizational culture factors with human capital having an influential role

Explanatory Variables	β	Standard error	<i>t</i> -value	<i>p</i> -value
Information System	-0.389	0.051	-0.964	0.488
Reward Systems	0.314	0.048	0.313	0.001
Employee's Trust	0.113	0.072	2.617	0.021
Trend Toward Participation	0.472	0.061	9.117	0.000

Note: *R*: 0.481; *R*²: 0.412; Calculated *F*: 36.711; *p*-value (*F*): 0.001.

Source: own elaboration.

the coefficient determination shows 0.412 i.e. 41.2% is sufficient to explain human capital due to organizational culture, keeping other factors constant. The regression coefficient states the overall impact of organizational culture (i.e. reward system, the trend toward participation and employee's trust) with the *p*-value as 0.001, but the information system holds no significant role with organizational culture

3. Discussion

It could be observed from the findings of this study that organizational culture has a significant and positive influence on the promotion and enhancement of Human Capital. The current study is in agreement with the study conducted by Nazem and Mozaiini (2014) in which organizational culture was considered to be one of the fundamental components of the intellectual processes in an organization and thus stressed its pivotal role in the Intellectual Capital of an organization. OC was observed to be mainly affecting the HC, thus achieving increased levels of productivity by utilising them as the efficiency of the performance of employees with the product of various beliefs, ideologies and values of employees working within an organization. It could be stated that in case an organization possess different products which ensures its competitive edge in the market then it must have a cultural product which highly influences the behaviours and thoughts of employees within an organization along with formulation of exemplary individuals and ideologies. As observed from the findings of this study that all the dimensions of OC demonstrated a significant positive influence over promoting and developing human capital, apart from a specific few information systems, in the healthcare service sector organizations operating in the Odisha market. It was observed that the information systems based within the healthcare service sector organizations of Odisha were merely meant for regular business purposes which did not include any clear and precise information that could

facilitate the enhancement of the knowledge and capabilities of employees. This also showed that the information systems did not take into account all the operations and activities that are done by employees on a regular basis and the fact that it is required by the service sector organization to initiate the functioning of the information systems. It could be stated that the service sector organizations do not stay updated with new developments and innovations in the area of information systems, specifically in the area of tools for advanced data analysis which would facilitate employees to finish their work with desired professional efficiency. Hence, the findings of this study are in contradiction with the findings of the previous studies (Al-Adwan *et al.*, 2015; Al-Batayneh, 2013; Abualoush *et al.*, 2017).

4. Conclusion

Organizational Culture is considered to be a core point between the various assets of an organization and is also considered to be a relatively new tool for the evaluation of Intellectual Capital of organizations. As stated in the study of Uddin *et al.* (2013), it is significant to have a predominant organizational culture within an organization for assisting and supporting the growth and enhancement of the employees' performance within an organization so as to achieve the previously set common goals and objectives of the organization. Apart from this directing the employees' performance in the desired direction in order to not only facilitate the achievement of organizational goals and objectives but also keeping in mind these while formulating and implementing various functional and operational strategies in the organization. The founding elements for building a strong dominant organizational culture within an organization could be found in the organization's history, policies and philosophies of higher level management along with the motivation factors, methods of employment and promotion process that exists within organizations. For any organization to succeed it is crucial for it to have employees who are dedicated and willing to carry out all the necessary work that are required for the success of the organization. As organizational culture is considered to be the prime motivator of all the capacities and energies within organizations, in order to make sure that the employees of an organization remain loyal to the organization it is crucial for an organization to maintain an organizational culture which fosters such loyalty through the integration of values, objectives and culture of the organization with that of the employees. Although the various healthcare service sector organizations showed that in the light of the prevailing scenario of business environment survival and the growth of the business organizations it will be difficult without utilizing the proper information systems which is essential for the achievement of mutual

relationship. In order to provide proper communication between the external environment and the organization along with the facilitation of horizontal and vertical communication channels among the various levels of management and divisions within the organization need to be carried out.

In addition to this, it facilitates the creation of the situation in which making decisions by properly preparing information in a way in which it enhances the quality of information and is time-bound. From the results of this study it was observed that the organizational cultural dimension of employees' trend towards participation has a significant influence over human capital. As organizational culture is a crucial component for the creation of confidence and motivating employees to accept the decisions made by higher level management specifically if the employees themselves participate in making these decisions, organizations should focus on creating a supportive organizational culture.

As this study was conducted during the pandemic and post pandemic times the results of the study may slightly vary under normal working conditions, thus providing future scope for conducting this study under normal working conditions on a broader scale. This study has also not taken into account the other organizational or human factors such as employee perception, knowledge management, job satisfaction, leadership or motivation which might impact the development of human capital. The study was limited to the healthcare service sector organizations operating in the Odisha market only and other sectors like the manufacturing sector or other service sectors were not considered in this study. Thus in future, based upon the current study, further studies can be done taking into consideration other sectors operating within the Odisha market or even outside the Odisha market. There also is scope for studying service sector organizations operating outside the Odisha market. A comparative study could be done in order to study the variability of the responses of employees, in the same context, of organizations operating in other service sectors in the Indian context. A comparative study could also be done to evaluate the variability of responses between employees working in healthcare service sector organizations and with organizations operating in other service sectors.

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