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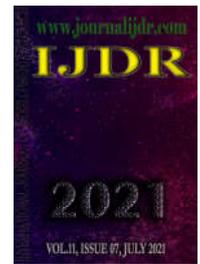
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CONCEPTUAL MODEL FOR THE DEVELOPMENT OF HEALTHY ORGANIZATIONS

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ABSTRACT

Knowledge society organizations have noticed the need of rethinking management in order to realize the integrality of its fundamental units: people. The search for health becomes a necessity, linked to a concept that understands health as everything that has a direct or indirect connection with the promotion of people's well-being. Such a context requires restructuring to be based on systemic, holistic, integral and humanizing aspects, realizing the singularities, diversities and relationships of people. This article aims to present the MoDOS - Conceptual Model for the Development of Healthy Organizations -, the result of the master's thesis defended in the Graduate Program in Engineering and Knowledge Management at the Federal University of Santa Catarina, in 2021, which it had a homonymous title. The same was validated with experts with notorious knowledge about the subject, using the Design Science Research Method. In the end, the need that organizations have to equip themselves so that the reconfigurations of the management processes become possible and evident. Based on the constructs of Healthy Organizations, Human Capital and Social Capital, MoDOS presents itself as a dynamic model that provides such subsidies to organizations of the new era.

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INTRODUCTION

In full effervescence of the new organizational guidelines, in order to meet the knowledge society and all the necessary advances proposed by the Digital Transformation agenda (Kracik, Panisson, Willerding, Lapolli, & Franzoni, 2018; Santos, Alberto, Lima, & Charrua-Santos, 2018), these accelerated by the new coronavirus pandemic, which started in 2020 - according to data from the World Health Organization [WHO] (2020) - the organizations are forced to carry out a redesign and reconfiguration of their inter and intraorganizational, in order to comply with new demands, as well as the requirement to maintain the integrity and integrity of its most valuable and fundamental units: people. This new panorama has required that organizations can not only maintain their economic and productive health, but also the health of their collaborators, distancing themselves, however, from the old biological model that understands this concept as the absence of disease. The new concept is related to that adopted by the World Health Organization (WHO) and the International Labor Organization, which understand health as everything that has a connection, whether direct or not, with

mechanisms that provide the development of well-being, at the physical, emotional, mental or in a social level (Acosta, Cruz-Ortiz, Salanova, & Llorens, 2015; Cugnier, 2016; Fabio, 2016; Bolaño, Lugo, Chaparro, & Suárez, 2019). The concept, considered quite recent, brings with it numerous definitions, significances, analyzes and conclusions, without there being any unison about it (Lewis, 2008; Salanova, 2008). It is in this scenario, in observance of the need to unite all the concepts and aspects necessary for the development of a healthy organization, that this study presents the MoDOS - Conceptual Model for the Development of Healthy Organizations -, based on homonymous master's thesis (Paranhos, 2021), whose main objective was: to propose a model for the development of healthy organizations based on human capital and social capital, so that the question could be answered: how human capital and Can social capital contribute to the development of healthy organizations?

Contextualization: For the new to be established, it is necessary to have a level of understanding and knowledge about the past, contextualizing the new developments historically. According to Maravelias and Holmqvist (2016), in 1920, the first studies related to accidents in the workplace appear and, for this reason, unite the constructs "organizations" and "health". However, the authors state

such studies were linked to production levels, workplace safety, accident and fatality rates, with special attention to industry. In the 1990s, the first publications about health in organizations began to appear. These, unlike those pointed out by Maravelias and Holmqvist (2016), were restricted to the development of health in the workplace, such as gymnastics at work or the offer of health plans to female employees and collaborators. All of them, despite distancing themselves from the disease, still focused on physical health only (Lewis, 2008; Billquist, Szűcs, & Bäck-Wiklund, 2012; Hernández-Fernaudo, 2013; Cugnier, 2016). Finally, it was only at the beginning of the 21st century when the first studies appeared that sought to understand what could or could not be a healthy organization from the point of view of promoting well-being at physical, emotional, mental and social levels. , in addition to analyzing people, relationships, processes, results and, finally, the organization as a whole (Vázquez & Sánchez-Ordóñez, 2019). It is at this moment the construct of "healthy organizations" is inaugurated, which can even be understood as a new, and promising, line of research. Nevertheless, it is essential to emphasize that, although there are numerous definitions about the construct - healthy organizations -, there is no unified concept used by academia or even organizations (Lewis, 2008; Salanova, 2008, Paranhos, 2021). The new concept, at first, is housed in the School of Positive Psychology, inaugurated by Martin Seligman (Salanova, 2008; Salanova 2009; Plessis & Barkhuizen, 2012; Salanova, Llorens, Cifre, & Martinez, 2012; Salanova, Llorens, 2012; Salanova, Llorens, Acosta, & Torrente, 2013; Muafi, Suwitho, Purwohandoko, & Salsabil, 2017), given the fact that it is based on aspects that prioritize the well-being and psychosocial health of people (Cugnier, 2016, p. 58) , in addition to promoting subjective aspects, considered positive and necessary in a humanistic and relational perspective (Cugnier, 2016; Fabio *et al.*, 2016; Fabio, 2017; Fabio & Peiró, 2018). Currently, the theme of healthy organizations has a predominantly interdisciplinary character, while it is studied by distinct fields of knowledge and applied in several contexts, in addition to comprising: the person (Acosta *et al.*, 2015), the group and group interactions (Maravelias & Holmqvist, 2016; Fabio, 2017), intraorganizational processes (Maravelias & Holmqvist, 2016; Fabio, 2017) and interorganizational processes (Maravelias & Holmqvist, 2016; Fabio, 2017).

METHODOLOGY

The development of a research is based on a rational process, organized in a systematic way, with the main objective of providing answers to a certain proposed problem and, for that, specific methods and techniques for the investigation must be used (Gil, 2018). In addition, it is extremely necessary for the researcher to work hard and concentrate efforts, in order to maintain the characteristics that concern this structuring (Willerding, 2015). In order to comply with the rigor characteristic of the scientific field, the method chosen was the Design Science Research, adapted from Hevner, March, Park, & Ram (2004) and Dresch, Lacerda, & Antunes Júnior (2015), which aims to validate the construction of proposed artifacts. At first, there was the identification of existing productions in academic literature, which are still not conclusive about the researched topic. Subsequently, the conceptual model can be built so that it can then be validated and consolidated. According to Dresch *et al.* (2015), there are five ways to validate and consolidate an artifact: observation, analysis, experimentation, testing and description. This step is extremely important because, through validation, possible improvements are made which will bring the conceptual model closer to the practical field (Chakrabarti, 2010). For the purposes of this publication, the evaluation format chosen was descriptive, which seeks to demonstrate the usefulness of the developed artifact, using constant subsidies in academic literature, as well as in scenarios that provide verification of the same in different contexts (Hevner *et al.*, 2004; Dresch *et al.*, 2015). The descriptive evaluation used the taxonomy of evaluation metrics from Abdala's Design Science Research (2017), who developed a questionnaire with five dimensions for evaluation: objective, environment, structure, activity and evolution, and Nascimento (2020) which, in addition to of the five

dimensions, he considered a sixth: the systemic view. The taxonomy, composed of its dimensions, subdimensions and items, is presented in Table 1.

Table 1. Hierarchy of metric taxonomy according to the DSR method

Dimension	Sub dimension	Items
I. OBJECTIVE	Goal attainment	1. Efficiency
		2. Effectiveness
		3. Validity
		4. Utility
	Viability	5. Technical and managerial feasibility
		6. Operational feasibility
		7. Generality
		8. Generality
II. ENVIRONMENT	People	9. Utility
		10. Ease of use
		11. Ethic
		12. Absence of unwanted effects
		13. Strategic alignment
		14. Absence of side effects
	Organization	15. Strategic alignment
		16. Simplicity
		17. Integrity
		18. Style
III. STRUCTURE	19. Consistency	
	20. Reliability of functions	
	21. Precision	
	22. Coherence	
IV. ACTIVITY	23. Funcionalidade	
	24. Integrity	
	25. Learning ability	
	26. Modification Ability	
V. EVOLUTION	27. Adaptability/flexibility	
	28. Scalability	
	29. Robustness	
	VI. SYSTEMIC VISION	30. Systemic view (people)
31. Systemic view (components)		
32. Systemic view (interrelation)		

Source: Paranhos (2021, p.130).

Based on this taxonomy, a questionnaire was developed with six open questions, each of which was related to a specific dimension/subdimension, which was answered by four renowned experts on the subject. In addition, the questionnaire contained two more spaces, the first one related to contributions relevant to the main objective of the model, and the second, related to possible improvements to the model, so that it could be improved. Thus, after receiving the answers, the model could be reconfigured, consolidated and will be presented below.

Presentation of the Conceptual Model: The model to be presented illustrates the aspects involved in the development of a healthy organization based on human capital and social capital theories. It is important to emphasize that the model is composed by sixty-seven different aspects, which constitute it systemically. All these aspects are covered in the development of the dissertation research in a thorough way, however here they will be presented briefly. Another point that deserves to be highlighted is related to the groupings that will be presented later, in order to facilitate understanding by the reader. First, aspects aimed at the level of people will be listed, as singular units, followed by the level of human capital, in which its components will be addressed and, finally, those that relate to the social capital of organizations will be highlighted, culminating in a healthy organization .

People level: Given the current global context, whether at the organizational or social level, the discourse on valuing people has become increasingly common. However, as pointed out by Bolaño *et al.* (2019), such discourse is not always translated into practical attitudes, in fact, are perceived by these people. Organizations have difficulty in adopting systematic strategies and actions that directly influence the daily lives of people within organizations (Salanova, 2008). For the construction of the conceptual model, the first stage developed was based on a literature review, based on an integrative systematic review that returned in 103 publications, enabling the gathering of studies related to the development of practices aimed at organizational health. In addition to the bibliographical research, the

authors also sought to conduct interviews with renowned experts in the area, in order to instrument their analyses, a practice defended by Dresch *et al.*, when they stated that “for an adequate definition, it may also be necessary to interview with experts and professionals” (2015, p. 128). In return, the first concept related to organizational health, comprising people, processes and results, is related to the promotion of well-being (Acosta *et al.*, 2015; Cugnier, 2016; Fabio, 2016; Bolaño *et al.*, 2018), an integral and constitutive part of the definition adopted by WHO and ILO, when such institutions claim that all mechanisms that enable health, at all levels, adhere to the construct. Such definition meets the concept of integrality, which considers all the parts that form and constitute people, as they are (Paranhos, 2021). Thus, well-being appears as the first column that structures the rest of the model.

According to the data collection carried out, uniqueness, diversity, understanding, guidance, physical health, mental health, positive factors, positive relationships, the environment, respect, are aspects that shape well-being the integrality, civic relationality, positive emotions and equity (Barbosa, 2012; Goleman, 2012; Salanova *et al.*, 2013; Acosta *et al.*, 2015; Silva, 2015; Bornay-Barrachina, López-Cabrales, & Valle -Cabrera, 2016; Fabio, 2016; Fabio *et al.*, 2016; Freire, 2017; Muafí *et al.*, 2017; Nodari, 2017; Barrena-Martínez; López-Fernández; Romero-Fernández, 2016; Formanski, 2018; Rangel, 2018; Bolaño *et al.*, 2019; Vázquez & Sánchez-Ordóñez, 2019). Along with the concept of well-being, three other concepts emerged having a direct connection with the level of people. Previously understood as an indicator that is formed solely by external aspects, the Quality of Life at Work (QWL) also undergoes a reconceptualization and reorganization, providing it with aspects also linked to the subjective and human, which influences, directly, the new guidelines of the organizational culture. The bibliography presents several aspects that integrate the concept of having, being and loving (Guerreiro, Barroso, & Rodrigues, 2016), generating a sense of belonging and integrality, culminating in the promotion of quality of life at work, which figures as the second support column of the model. They are: integrality, systemic vision, uniqueness, diversity, autonomy, teamwork, salary, capabilities, training, safe environment, occupational health, benefits, relationships and adequate workload (Souza, 2014; Silva, 2015; Andrade, 2016; Cugnier, 2016; Fabio, 2016; Guerreiro *et al.*, 2016; Salanova, Llorens, & Martínez, 2016; Vidotto, 2016; Freire, 2017; Nodari, 2017; Formanski, 2018).

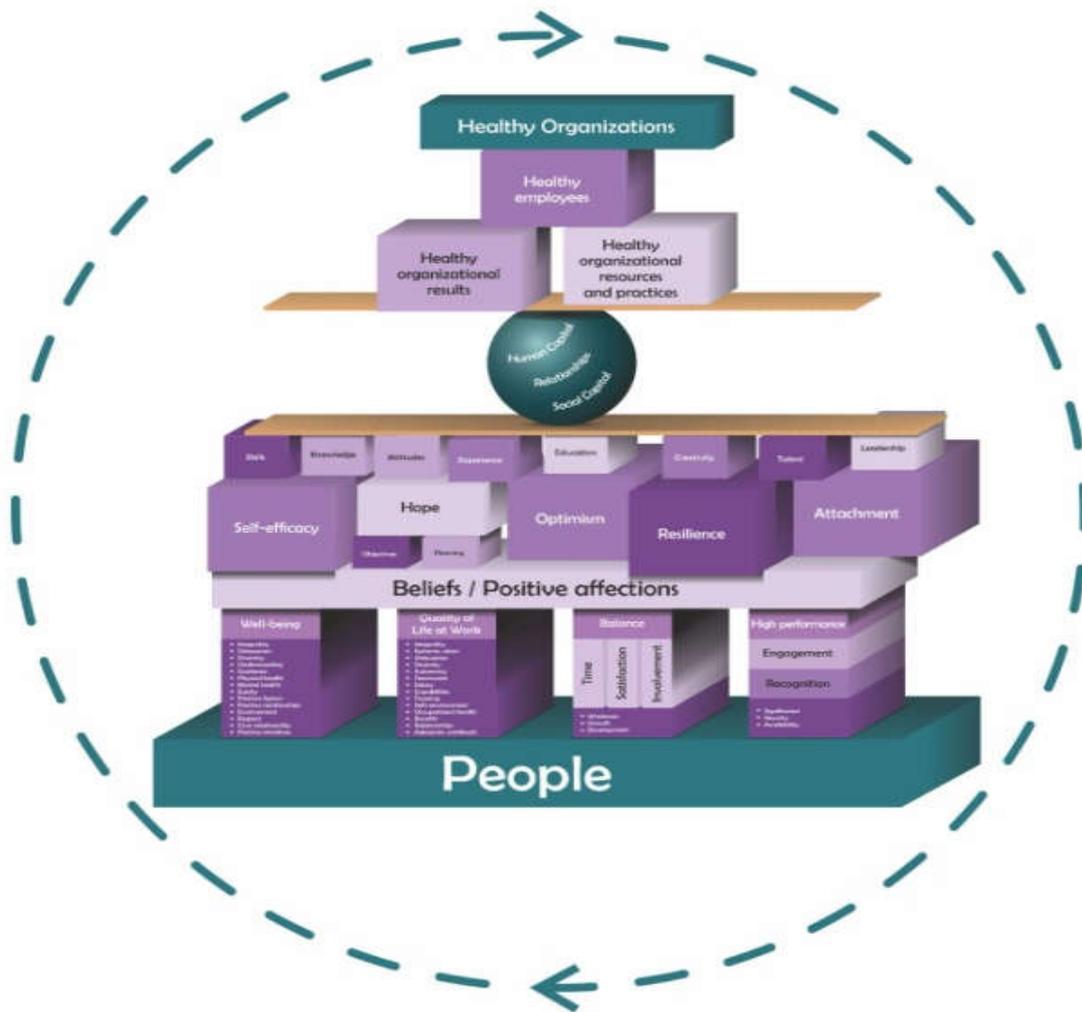
MoDOS is also based on a third column that relates to balance. To understand it, it is necessary to adopt the perspective of the dual agenda between work and family, or professional life and private life, a nomenclature adopted by Billquist *et al.* (2012). Within this scope, the organization must promote mechanisms that meet this dual experience – professional and staff. Healthy organizations must understand the integrality of the individual, realizing their private life and enabling their full development, distancing themselves from the logic focused only on work (Paranhos, 2021). Balance is a construct that, in MoDOS, is supported by four large blocks. The first, which underpins all the rest, is made up of development, growth, and wholeness. Three other blocks are balanced on it, namely: time, involvement and satisfaction (Salanova, 2009; Billquist *et al.*, 2012; Chiuzi, Siqueira, & Martins, 2012; Goleman, 2012; Merino & Privado, 2015; Andrade, 2016; Cugnier, 2016; Freire, 2017). The fourth and last column supporting MoDOS is composed of a set of four blocks. The first block which serves as a base is composed by the joining of the aspects of significance, security and availability. Together these aspects support the other three blocks – through a positive psychological link with the work environment -, enabling the emergence of mechanisms of engagement, recognition and high performance (Salanova, 2009; Salanova & Schaufeli, 2009; Goleman, 2012; Cavalcante, Siqueira, & Kuniyoshi, 2015; Merino & Privado, 2015; Rangel, 2018; Bolaño *et al.*, 2019). Once the four basic pillars of MoDOS are architected, an ascent process begins, when, after developing the internal, subjective and objective aspects linked to the fundamental part of organizations: people, a process of externalization is made possible through the development of positive beliefs and affections that will reflect on the organization (Paranhos,

2021). The next big block is called “Beliefs and Positive Affections”, part of the model that refers to the basic concepts of positive psychology, which enhance the “building of strengths of employees / workers” (Fabio, 2017, p. 3). The concept of beliefs is related to the “act or effect of believing; [...] thought believed to be true or secure; certainty, trust, security” (Beliefs, 2021, p.), represented in an individual, group or social way (Salanova *et al.*, 2016). For Barcelos (2013), beliefs can be understood as a way of thinking and ways of seeing and perceiving the world based on experiences, phenomena, characterized by dynamism and the contextual aspect. Regarding positive affects – understanding affection as what affects – these enable the creation or elevation of levels of skills and competences that can be perceived in collaborating people (Santos & Gonçalves, 2015; Fabio & Kenny, 2016; Fabio, Palazzeschi, & Bucci, 2017; Rangel, 2018). The beliefs and affections that are later constituted are: self-efficacy, optimism, resilience, attachment and hope, the latter also being formed by objectives and planning (Salanova & Schaufeli, 2009; Libano, Llorens, Salanova, & Schaufeli, 2012; Acosta *et al.*, 2015; Cavalcante *et al.*, 2015; Cugnier, 2016; Dias, 2017; Vázquez & Sánchez-Ordóñez, 2019)

Human Capital Level: People, when they perceive themselves as having such beliefs and, consequently, their externalization, are instrumentalized so that, together with organizations, they can develop the main aspects that will make up human capital (Santos & Gonçalves, 2015; Fabio & Kenny, 2016; Vidotto, 2016; Fabio *et al.*, 2017; Rangel, 2018). In summary, the theory of Human Capital understands that people, armed with their knowledge and skills, are the greatest assets of an organization (Mendes, 2002; Livramento, 2016; Muafí *et al.*, 2017; Neves, 2019). As highlighted by Vidotto (2016), Human Capital is a category belonging to Intellectual Capital, the result of all mental, physical and attitudinal crossings of the people who make up organizations. The same “It is called human because it is configured in the human being, and it is capital because it is a source of future satisfaction, or future income, or both” (Vidotto, 2016, p. 70). Healthy organizations are those that perceive the needs of their collaborators, provide the necessary instruments for them to be met, enabling the externalization of components, increasing levels of organizational productivity. For Paranhos (2021, p. 66) “Feeling, thinking, imagining, judging, discerning, relating, are all factors transformed from a mere “gift” into skills that can raise productivity levels in the most diverse sectors”. The components indicated in the construction of the conceptual model are: skills, knowledge, attitudes, experience, education, creativity, talent and leadership (Nonaka & Takeuchi, 2008; Vidotto, 2016; Neves, 2019).

Share Capital Level: The Social Capital Theory enshrines that the relationship networks, which are formed in the human capital of organizations, emerge as a valuable resource, considering that social relationships promote access to resources and knowledge from the community (Cisne, 2015; Fonti & Maoret, 2015; Nodari, 2017). Such relational aspect, whether “real or potential” (Formanski, 2018, p. 51), comprises a systemic characteristic, which is based on the behavior of members who form groups: networks, communities, organizations (Silva, 2015; Akpey-Mensah, 2019). Such relationality (Fabio, 2016) structurally guides individual actions - through active participation (Paranhos, 2021) -, making them public in nature (Salm, 2020). These structures have the potential to create networks where many resources are concentrated, whether tangible or intangible, which are shared among peers and the like, where the genesis of innovative practices, disruptive solutions, paradigm shifts, among others, is located, that directly affect both the public and the private (Swan, 2015; Bornay-Barrachina *et al.*, 2016; Formanski, 2018; Akpey-Mensah, 2019; Salm, 2020). After all the analyzes performed, as well as the insights that emerged during the research, it was decided to use a sphere, located just above the components of Human Capital, to represent the interrelationship between Human Capital, relationships and Capital Social. The decision is an empirical understanding, after countless processes of reflection, and it has a very simple motivation: blocks have limits, divisions, while spheres express infinity, as they do not determine a beginning, middle or end.

MoDOS (Conceptual Model for the Development of Healthy Organizations)



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Figure 1. MoDOS

In addition, the spherical shape allows for another reflection: since they do not have well-defined ends, the spheres have a smaller contact zone, which makes any type of action that requires stability difficult. Thus, making a sphere static and balancing whatever is on it becomes a very complex task, so much so that two plates were placed between the sphere and the blocks in order to create a point of stability. This sign tends to demonstrate that making organizations, in fact, healthy, based on the perception of their Human and Social Capital, is not a simple task and requires will, constancy, feeling and perception. People in full use of its components make up the human capital of an organization. Human capital, in turn, is made up of people and the relationships that occur between them. In this relationality (Fabio, 2017) social capital emerges (Cisne, 2015; Fonti & Maoret, 2015; Muafi *et al.*, 2017; Akpey-Mensah, 2019). During the path of construction of the MoDOS, based on the literature found on the main aspects of the theories of Human Capital and Social Capital, it was noticed that the model provides an approximation with some aspects of the HERO Model (Salanova, 2008; Salanova, 2009; Acosta, Salanova, & Llorens, 2012; Salanova *et al.*, 2012; Acosta, Torrente, Llorens, & Salanova *et al.*, 2013; Salanova *et al.*, 2013; Salanova, Martínez, & Llorens, 2014; Salanova *et al.*, 2016) and, for this reason, it was introduced in its finalization.

The Hero Model is composed of the triad: healthy employees, healthy organizational resources and practices, and healthy organizational results. Healthy employees, in turn, involve concepts such as effectiveness, engagement, trust, resilience and positive emotions (Salanova *et al.*, 2016). Healthy organizational resources and practices are related to aspects such as: resources for work development, social resources and established organizational practices (Salanova, 2009; Acosta *et al.*, 2012; Acosta *et al.*, 2013; Acosta *et al.*, 2015; Salanova *et al.*, 2016). Finally, the construct of healthy organizational results is related to organizational commitment, high performance, positive results, customer loyalty and collaborative social responsibility (Salanova, 2009; Acosta *et al.*, 2012; Acosta *et al.*, 2013; Acosta *et al.*, 2013; Acosta *et al.*, 2013; al., 2015; Salanova *et al.*, 2016). For Paranhos (2021), it is evident that all these elements depend on human capital in full relational exercise, that is, capital Social.

The MoDOS - Conceptual Model for the Development of Healthy Organizations: After identifying, in the academic and scientific literature, publications inherent to the scope of the research, but which were not yet conclusive or that presented different definitions, and after building the conceptual model, so that it could be validated and consolidated, it is presented the latest version of MoDOS (Figure

1), which was based on the theories of Human Capital and Social Capital. The Conceptual Model for the Development of Healthy Organizations based on human capital and social capital is also available through the access link https://drive.google.com/drive/folders/1v0f_gg_U4LcTLy0_8-zidU1rq_st8sZ6-u_SE?usp=sharing containing the document at high resolution, in PDF format. Some aspects are important to be highlighted. The first one relates to the arrows that surround the model. They were located in this way to have the understanding that healthy organizations are like a circuit, in which healthy organizational fractions positively affect other fractions, which also affect and are affected. Such arrows are not continuous, but dotted. By presenting themselves in this way, despite marking the circuit around the organization, they also represent the opening that the organization must have to be relating to the social environment in which it operates, comprising the community, political aspects and families of the collaborating people, whether they are from the base or the top organizational leadership. Another point to be highlighted are the blocks. They are positioned one over the other, in order to provide the notion of structure, base and support. However, they are positioned unequally, not uniformly, conveying the sensation of mobility. The reading of the model can be done in two different ways. Contextualizing in a real scenario, when reading the model from the bottom up, companies and organizations that seek to become healthy will be perceived. When reading the model from top to bottom, companies and organizations that seek to assess whether they are healthy or not can be seen. Healthy Organizations promote healthy people, who remain healthy in their relationships, favoring the development of their human capital components in a healthy way, and so on, reaching the base of the model. It should be noted that all aspects and concepts that make up the MoDOS are linked to subjective and internal structures – of the subject – that can be externalized. In this way, organizations must favor and enable the development of this process with their collaborators and collaborators.

CONCLUSION

This research aimed to present the MoDOS - Conceptual Model for the Development of Healthy Organizations -, based on the homonymous master's dissertation (Paranhos, 2021), which aimed to propose a model for the development of healthy organizations based on human capital and social capital. In order to identify evidence and the state of the art on the subject of study, it was observed that studies on healthy organizations are quite recent, in observance of a systemic understanding, based on the principle of health as a promotion of well-being in all levels, in addition to the synchronous conceptual inexistence of the subject being evident. By using the Design Science Research method, adapted from Hevner *et al.*, (2004) and Dresch *et al.*, (2015), which provides for the creation of artifacts through bibliographic research and subsequent verification and consolidation - in this case carried out together to renowned specialists in the area - the transversality existing between the studies of Human Capital and Social Capital with Healthy Organizations became evident, as well as the predominantly interdisciplinary aspect of the latter, given the returns arising from various fields of knowledge. MoDOS emerges as a possibility to link these different theories and, given this fact, to configure a device that makes it possible to make concrete and visible all the existing and necessary variables for the development of an organization's health. In addition, the model makes clear the existing need for organizations to align their development focus, starting from the essential component for their survival: people. Subsequently, the process can evolve until it becomes concrete and visible in the results. Healthy organizations, human capital and social capital are three concepts that, together, become a circuit. Once this circuit is formed, there is no way to determine a beginning, middle or end, but the need for a synchronous perception, which shows the system as a whole, integrated, respecting and understanding each of its component parts. Organizations must stick to the fact that, as it is a structure that is directly linked to people and, given this fact, to subjective and internal structures, in addition to the explicit ones, the model needs to be constantly revisited, reordered and reconfigured, so that it can meet all the dynamism required by the structures that form it. It is

recommended that future studies can propose the development of indicators that monitor organizational health, develop metrics for the application of the model, carry out the application of the model in real contexts and, finally, expand the present study, carrying out data collection with agents related to its scope – collaborating people, managers, customers, users – in order to verify its validity in relation to them.

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