

## Healthy organizations: insights from Latin American research

### *Introduction*

Matters involving relationships among cultural and managerial issues, healthy organizations and performance have been growing in relevance in management literature, especially when focused on Latin American reality (Gupta, 2019; Jordão *et al.*, 2014). Despite this increase in importance and its impact on academic and business communities, this subject is still to be explored in depth.

Recognizing and exploiting this research gap, the purpose of this paper was to introduce the special issue on healthy organizations using insights from Latin American research, aiming to broaden our understanding of above-mentioned relationships and providing new evidence on competitive, sustainable and healthy organizational alternatives.

How do we ontologically conceptualize healthy organizations? What are the epistemological impact dimensions of alternative, contaminated organizations? Why does the axiological value of healthy organizations differ from that of the contaminated organizations? Where can we find the formative foundations of healthy organizations? When do contaminated organizations become a normative reality, despite the presence of healthy formative cultural foundations? Who is responsible for ensuring the health of organizations – in particular, is the responsibility limited to the managerial leaders of the organizations? How appropriate is it for the value-based academic institutions that are focused on training professional managerial leaders to absolve themselves from the responsibility for not developing a sensible appropriate model of management education that is oriented toward the ground realities correlated with healthy organizations? What can we learn from the Latin American research in a comparative international context? These are the research themes that were rigorously investigated and vigorously debated in the 2017 CLADEA Conference, organized by the Jack H. Brown College of Business and Public Administration at California State University San Bernardino.

CLADEA is a premier Latin American management education conference, comprising two parallel programming – the research programming involving the academics and the practitioners, and the development programming involving the deans, the academic directors and the corporate leaders and focused on the emerging societal challenges and responsible innovative management and management education models. Professor Vipin Gupta chaired the research programming at 2017 CLADEA conference, and Dean Lawrence C. Rose chaired the development programming. Professor Ricardo Vinicius Dias Jordão, as a member of the CLADEA board, played a pivotal role in forming collaborations with locally relevant and internationally acclaimed publication outlets for the presenters at the conference.

This special issue is based on three carefully selected papers from the conference and three additional papers for a comparative context. The first two papers help identify metaphysical foundations for making sense of the insights from the Latin American research, guided by an alternative cultural coefficient. The final paper serves to situate the insights from the Latin American research in a universal cross-cultural management context.

### *Developing metaphysical foundations for making sense of culture-specific research*

In the first paper, Jain (2019) conceives what a healthy and great place to work is like in terms of five pillars of human capital – physical coefficient, intellectual coefficient, social coefficient, emotional coefficient and spiritual coefficient. She proposes that human capital, conceived as a

