

Improving the psychosocial risks management process taking into account the influence of dangerous factors: discrimination, mobbing and sexism

Удосконалення процесу керування психосоціальними ризиками з урахуванням впливу небезпечних чинників: дискримінації, мобінгу і сексизму

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Purpose: The goal of the work is to develop a model for managing psychosocial risks, considering various hazardous factors such as mobbing, sexism, and discrimination, and to develop corresponding preventive measures, with legislative requirements interests.

Method: scientific and specialized legal methods of scientific knowledge, legal method.

Research results: The effective methodology for managing psychosocial risks has been developed, considering various hazardous factors, including mobbing, sexism, and discrimination, along with relevant preventive measures, incorporating legislative requirements.

Practical value of the research: The practical value lies in providing recommendations to reduce negative phenomena in the organizational culture of economic entities. This includes the creation of a safe and comfortable working environment both in physical and psychological terms.

Article type: Theoretical, descriptive, methodological.

Мета роботи: розробка моделі керування психосоціальними ризиками з урахуванням різних небезпечних чинників, якими є: мобінг, сексизм і дискримінація та розробка відповідних запобіжних заходів, включаючи законодавчо-правові вимоги.

Метод дослідження: загальнонаукові та спеціально-правові методи наукового пізнання, Формально-юридичний метод.

Результати дослідження: Розроблено результативну методологію з керування психосоціальними ризиками з урахуванням різних небезпечних чинників, якими є мобінг, сексизм, дискримінація та відповідні запобіжні заходи, включаючи законодавчо-правові вимоги.

Практична цінність дослідження: у розробці рекомендації щодо зменшення негативних явищ в організаційній культурі об'єктів господарювання, які передбачають створення безпечного і комфортного робочого місця, як у фізичному плані, так і у психологічному.

Тип статті: теоретичний, описовий, методичний.

Keywords: hazardous factor, psychosocial risk, mobbing, discrimination, sexism.

Ключові слова: небезпечний чинник, психосоціальний ризик, мобінг, дискримінація, сексизм.

1. Introduction

Among the main causes of industrial accidents, are the psychophysiological factors, which associated with a range of stressogenic factors, unsatisfactory health conditions, a complex psychological climate in the team, personal negligence, overtime work, etc. [1]. Every year, more and more attention is given to their elimination. This is evidenced by the introduction of the international standard ISO 45003:2021 "Occupational health and safety management. Psychological health and safety at work. Guidelines for managing psychosocial risks". Implementation of this standard in organizations will significantly improve the effectiveness of psychosocial risk management (hereinafter – PSR), contribute to the creation of a positive working environment, and increase labor productivity [2]. Psychosocial risk in the mentioned standard is defined as any risk associated with hazards arising in the course of work organization [3]. In the standard, all stressors are divided into groups: social factors, aspects of the work environment, the influence of production equipment, the performance of dangerous tasks. At the same time, studies show that of all psychosocial hazards, violence at the workplace, bullying, discrimination, and sexism are the most widespread, constituting over 20% of the total impact of all threats [4]. This situation requires a comprehensive study of the specified issues, the development of an appropriate methodology for managing and evaluating, and the search for effective preventive measures for the development of an inclusive organizational culture in business entities. Hence, we need to analyze domestic legislation to identify key issues, which will help organizations' owners avoid the negative phenomena mentioned.

2. Theoretical background

Much attention has been paid to the issues of mental health of workers, psychosocial safety in the workplace, and the assessment of psychosocial risks. The most detailed description of the harmonization of the individual's life world and the increase in the level of psychological safety of a person in the production sphere is presented in the abstract work of experts from the Institute of Social and Political Psychology [5, 6]. The authors, considering various aspects of the employee's psychological safety, have developed a concept of role interaction and productivity in organizations, which allows ensuring the establishment of social dialogues, adjusting social tension, counteracting social pathologies and destructive influences, overcoming the consequences of prolonged traumatization of those affected by a military conflict. Despite all the advantages and strengths of this work, unfortunately, it does not consider the concept of psychosocial risk as a key aspect of the impact on a person's mental health, on psychological safety in the workplace. It should be noted that, the authors define psychological safety as the ability of an individual to maintain stability in an environment with certain parameters, including psycho-traumatic influences, resisting destructive external and internal influences, which is reflected in experiencing one's vulnerability/non-vulnerability in a specific life situation. It is in this context that the expression "psycho-traumatic influence" is preferably replaced by psychosocial risk factors.

In the following study, the authors expressed a clear opinion that to create comfortable and safe (psychologically) working conditions, it is necessary to clearly adhere to special requirements that allow distinguishing three components of work activity: motivational, orientational, and executive. It is essential to involve the employee in a clear understanding of their actions [7]. However, the authors attribute emotional stress and conflicts at work to the most influential psychological hazards. Nevertheless, a clear algorithm of actions to reduce the impact of these negative factors is not specified. The authors pointing the importance of ensuring the creation of a positive psychological atmosphere in the workplace, but the question of who will be responsible for this and how to achieve it remains open (unclear).

Interesting was the study dedicated to investigating the problem of mobbing (or workplace bullying). The authors [8] noted that in Ukraine, there is no legal responsibility for harassment and

bullying in the workplace. Nonetheless, it is the duty of any organization's manager to counteract mobbing among coworkers. The study proposes some ways to prevent it, but there is no management system in the publication to create the effectiveness of such approach.

In another work [9], the author revealed some aspects of psychological safety in the workplace during a state of war. In particular, it was noted that one way to ensure psychological safety is to organize flexible work schedules and task distribution, which allows employees not to overload during work time. However, the conclusions are not supported by practical examples of successful organizational activities.

Studies on counterproductive behavior, sabotage, interpersonal conflicts with colleagues, subordinates, or managers due to the presence of stressful tension, affecting the efficiency of the organization's activities [10], and the quality of products (services) [11] also present an interesting data. Research on the negative impact of work stress on the well-being of employees due to the depletion of personal resources [12] is important, requiring the identification of hazardous factors leading to reduced efficiency. The main flaw in the cited scientific works is the absence of guidelines for the development or improvement of management, which requires the systematization of acquired knowledge. The conducted analysis indicates researchers' interest in providing support for the psychological well-being of employees as a key component of high labor productivity [13]. However, there is a need to develop a system for managing psychosocial risks, allowing for the achievement of a defined outcome – the preservation and employee health support [14]. The presence of such a system, which can be represented by a model for managing psychosocial risks, as pointed in the ISO 45003:2021 standard, will enable a continuous improvement process when new knowledge or gaps in the existing management system will be identified.

3. Problem statement

The aim of the article is to develop a model for managing psychosocial risks, considering various hazardous factors such as mobbing, sexism, and discrimination, and to develop corresponding preventive measures, including legislative requirements.

To achieve the goal, several tasks need to be done:

- to analyze domestic legislative regulations regarding the expansion of the group of psychosocial hazardous factors;
- to improve the methodology for managing the process of psychosocial risks and associated hazardous factors;
- to define scales for assessing the probability of a hazardous event and the severity of consequences.
- to develop recommendations for reducing psychosocial risks in the culture of economic entities.

4. Research methodology

The methodological basis for solving the specified tasks includes general scientific and special legal methods of scientific knowledge. The formal-legal method is used to disclose the content of legal norms of the relevant legislation of Ukraine in the field of preventing discrimination, mobbing, and sexism, which allowed highlighting the social and legal consequences of the negative manifestations of these phenomena. The systemic and structural-functional methods are also applied to form the structure of the mechanism for counteracting psychosocial hazardous factors and identify the main preventive and protective measures in the systems of occupational safety and health management of economic entities. To develop a risk management methodology, the risk forecasting method based on probabilistic analysis of data has been applied, this allowed identify possible directions for improving the effectiveness of the counteract system for the stress progression among workers.

5. Results

5.1 Analysis of the domestic legislative acts on the expansion of the group of psychosocial hazardous factors

Within the framework of solving the first task, domestic legislation regarding the definition of discrimination, mobbing, and sexism was analyzed (Table 1).

It is known that discrimination negatively affects individuals, leading to low self-esteem, self-segregation, internal suppression, unrealized potential, health problems, and depression [15]. At the same time, the consequences of mobbing may include heightened fears, as well as migraines, colds, attention concentration disorders, insomnia, blood circulation disorders, and more [16]. Negative consequences of sexism include mental disorders, post-traumatic stress disorder, increased alcohol consumption, smoking, and more [17]. Overall, all mentioned negative phenomena increase the professional risk of developing cardiovascular, oncological diseases, suicides, and most importantly, affect the quality of life, productivity, and well-being [17, 18].

Table 1 – Results of the analysis of domestic legislation regarding the definition of discrimination, mobbing, sexism

№	Legislative act	Definition
1	Law of Ukraine dated 06.09.2012 № 5207-VI "On the Principles of Prevention and Counteraction to Discrimination in Ukraine"	Discrimination is a situation in which a person and / or a group of persons based on their characteristics, such as race, color, political, religious and other beliefs, gender, age, disability, ethnic and social origin, citizenship, family and property status, place of residence, language, or other characteristics, whether real or presumed, face restrictions in recognition, implementation, or enjoyment of rights and freedoms in any form established by this Law, except when such restriction has a legitimate, objectively justified purpose, and the means of achieving it are appropriate and necessary.
2	Law of Ukraine dated 08.09.2005 № 2866-IV "On Ensuring Equal Rights and Opportunities for Women and Men"	Gender discrimination – a situation in which a person and/or a group of persons based on gender characteristics, whether real or presumed, face restrictions in recognition, implementation, or enjoyment of rights and freedoms or privileges in any form.
3	Law of Ukraine dated 16.11.2022 № 2759-IX "On Amendments to Some Legislative Acts of Ukraine Regarding Prevention and Counteraction to Mobbing" Labor Code of Ukraine (2023 edition)	Mobbing (bullying) is systematic (repeated), deliberate actions or inaction by the employer or individual employees aimed at degrading the honor and dignity of the employee, their business reputation, including with the purpose of acquiring, changing, or terminating the employee's labor rights and obligations, manifested in the form of psychological and/or economic pressure, forcing the employee to underestimate their professional suitability.
4	Law of Ukraine dated 16.11.2022 № 2759-IX "On Amendments to Some Legislative Acts of Ukraine Regarding Prevention and Counteraction to Mobbing"	Sexism – actions, statements, images, gestures, or practices based on the idea of intellectual, physical, social, or other superiority of one gender over another, manifested in public or private life, including on the Internet, and causing or intending to: discrimination based on gender, gender-based violence, support and dissemination of stereotypical ideas about the social functions (status, duties, etc.) of women and men, degradation of the honor and dignity of a person, etc.

5.2 Improvement of the methodology of managing the process of psychosocial risks and related hazards

Considering the significant negative consequences of the mentioned phenomena, which compelled legislative measures to ensure preventive actions, there is a need for the development of an effective methodology for managing psychosocial risks. Since the process of psychosocial risk management is based on the method of systems analysis [19], which allows determining structural relationships between various variable elements, in accordance with the requirements of ISO 45003:2021, it is proposed to take the “bowtie” model as the basic model for psychosocial risk management (Fig. 1).

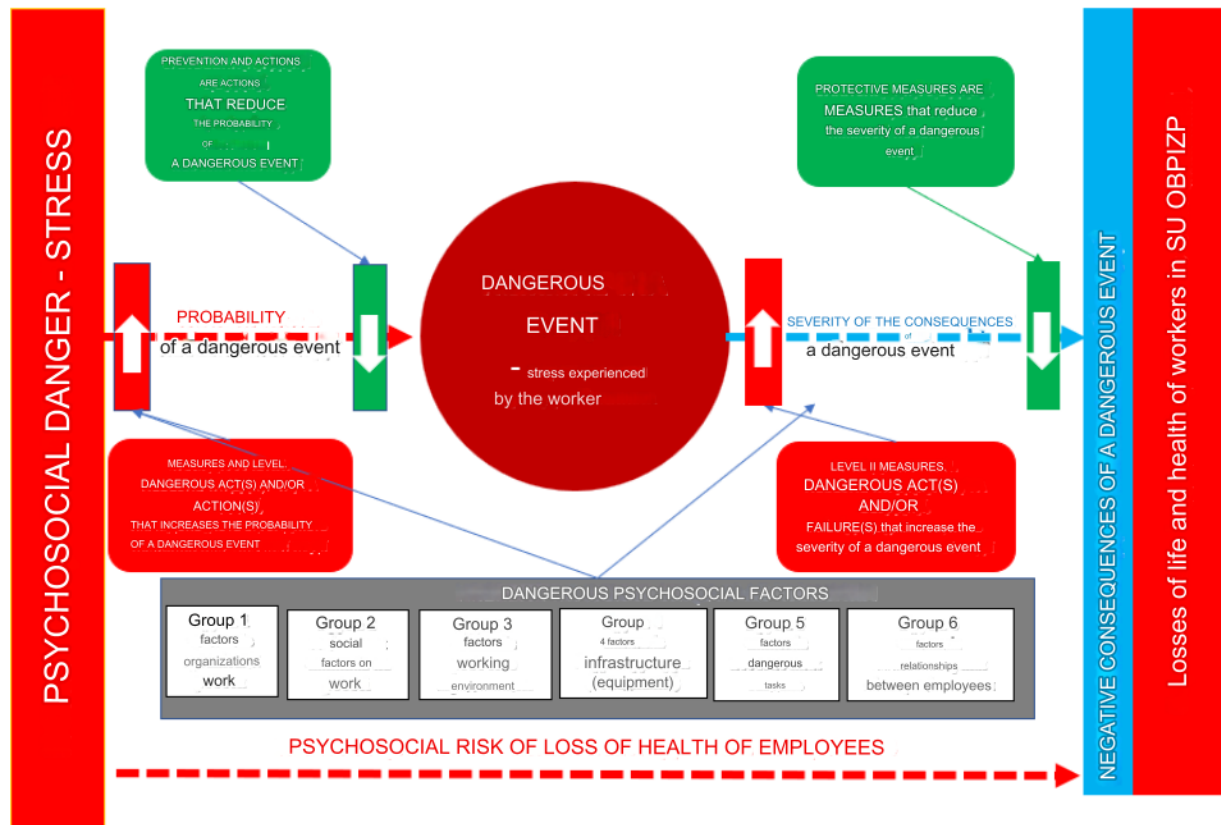


Figure 1 – Model of the psychosocial risk management considering groups of hazardous psychosocial factors

With its help, it is possible to determine the real demonstration of a hazardous event and its consequences, considering all areas that can affect the psychological health of an employee, including ineffective communication, excessive psychological pressure, ineffective management, and organizational culture, by developing appropriate risk assessment forms [20, 21]. The model is based on cause-and-effect relationships between danger (stress), a hazardous event (experience of stress), and consequences (illness, deterioration of health). Additionally, the model recommends considering six groups of hazardous factors that increase the likelihood and severity of the consequences of experiencing stress by an employee.

5.3 Determining scales for assessing the probability of the hazardous event and severity of consequences

It is proposed to separate into sixth group of hazardous psychosocial risk factors with interaction between employees called “Employee relations”. Considering the significance of the consequences from the actions (workplace violence, harassment, bullying, victimization, etc.),

highlighting them in an additional group will draw more attention from experts when compiling a register of hazardous factors, developing relevant questionnaires for employees, identifying and analyzing trends characterizing the organizational culture of economic entities [22]. In this case, when compiling a questionnaire to identify the most significant hazardous factors regarding the probability of an employee stress, maximum attention will be given to this problem. Moreover, these hazardous psychological factors, according to the above analysis, have the greatest impact on both the probability of stress occurrence and the intensity and duration of its effect, requiring appropriate attention. In this case, the register of hazardous psychosocial factors, considering the requirements of ISO 45003, will have six groups: work organization, social factors, work environment factors, infrastructure factors (equipment), hazardous task factors, and discriminatory hazardous factors. The list of the latter is provided in Table 2.

Table 2 – Register of hazardous factors in the “employee relations” group

Subgroup of Hazardous Factors	Hazardous factors in employee relations with coworkers and supervisors
Relationship factors between employees	
6.1 Interpersonal Relationships	<ul style="list-style-type: none"> - Inadequate communication, including low information communication; - Inappropriate relationships between supervisors, colleagues, and clients or other individuals with whom employees interact; - Interpersonal conflict with social or physical isolation; - Persecution, intimidation, victimization (including the use of electronic tools such as email and social networks), third-party violence; - Lack of social support; - Unequal power relations between dominant and non-dominant groups of employees
6.2 Politeness and Respect	<ul style="list-style-type: none"> - Lack of trust, honesty, respect, courtesy, and fairness; - Lack of respect and attention in interactions between employees, as well as with contractors, clients, and the public
6.3 Workplace Violence	<ul style="list-style-type: none"> - Incidents related to explicit or concealed challenges to health, safety, or well-being at work; - Violence that can be internal, external, or initiated by a client, for example: <ol style="list-style-type: none"> 1. Abuse, threats, assault (physical, verbal, or sexual); 2. Gender-based violence
6.4 Persecution	<ul style="list-style-type: none"> - Unwanted, offensive, intimidating behavior (of a sexual or non-sexual nature) related to one or more specific characteristics of the target person, such as race, gender identity, religion or belief, sexual orientation, disability, age
6.5 Bullying and Victimization	<ul style="list-style-type: none"> - Repeated (more than once) unjustified behavior that may pose a risk to health, safety, and well-being at work; - Behavior can be explicit or hidden, for example: <ol style="list-style-type: none"> 1. Social or physical isolation; 2. Assigning absurd or disadvantageous tasks; 3. Mockery; 4. Insults and intimidation; 5. Undermining behavior; 6. Excessive public criticism; 7. Concealing information or resources critical to work; 8. Malicious gossip or rumors; 9. Assigning impossible deadlines

For the calculation of the magnitude of psychosocial risk for each group of psychosocial factors, particularly for the group of hazardous factors "relationships among employees", the formula is proposed:

$$R_i = P_i \cdot S_i, \quad (1)$$

Where P_i – probability of experiencing stress;
 S_i – severity of the consequences of experiencing stress.

This leads to the next task of assigning numerical ratings for the components of the formula (1) that characterize the frequency of experiencing stress and the consequences of experiencing it. For this purpose, we follow the requirements of ISO 73:2018, where probability is defined as a measure of possibility, presented as a number between 0 and 1, where 0 means impossibility, and 1 means absolute certainty.

At the same time, the main condition for determining the values of the scale is their clarity for company employees. The most reasonable option is eight intervals: no more than once a day; no more than once a month; no more than once a quarter; no more than once a year; no more than once every 5 years; no more than once every 20 years; no more than once every 30 years, no more than once every 40 years (Table 3).

Table 3 – Probability (frequency of hazardous event – incident) of employee experiencing stress

Scale		
Name	Symbol	The criteria of employee stress frequency
Very unlikely	A	No more than once every 10 years
Insignificant	B	No more than once every 5 to 10 years
Low	C	No more than once every 1 to 5 years
Medium	D	No more than once every 6 months to 1 year
Moderate	E	No more than once every quarter to 6 months
Above moderate	F	No more than once a month to a quarter
High	G	No more than once week to a month
Catastrophic	H	No more than once a day to week

Next, it is necessary to clarify the nature of negative actions of the described phenomena in order to construct a scale of severity of consequences. For example, mobbing can be conscious (intentional) and unconscious (spontaneous), with conscious mobbing characterized by purposeful actions with a specific, clearly formulated goal: to create conditions for a person to resign from their position [23]. This leads to the presence of selfish motives to take over someone's position, place someone from their "circle" in it, or gain favor with the management. Alternatively, when a person is unaware that they are engaging in bullying, it may simply be a colleague causing constant irritation that accumulates and eventually erupts outward. This results in the separation of mobbing into the first level, with significant consequences even with a short-term impact, and the second level, characterized by mild effects on a person's health.

Discrimination consistently exists in labor markets worldwide [24], driven by characteristics that define an individual or a group of individuals. The most prevalent reasons for discrimination are race, religion, and gender. Even in countries where equal opportunity practices have been present in the workforce for some time, representatives of discriminated groups still hold significantly lower status compared to dominant groups.

Foreign studies also show that age discrimination in the labor market can take various forms: harsh and soft. Harsh age discrimination reflects behavior types prohibited by law and those related

to real employer decisions that can affect an employee's career development. Soft discrimination corresponds to cases not covered by the legal system, primarily occurring in interpersonal relationships but still having negative consequences. Soft discrimination was experienced more frequently (28.6% of respondents) than harsh discrimination (15.7%), especially among women, individuals in unstable work situations, or urban residents [25].

The presence of two types of discrimination allows for the conditional identification of two groups of consequences: more severe and less severe.

As noted in the Gender glossary, the gender theory distinguishes three types of sexism:

- 1) Institutional – discrimination at the societal and institutional level;
- 2) Interpersonal – discrimination by one person against another;
- 3) Internal – when a person internalizes discriminatory behavior toward their own gender, accepting them as true [26].

The level of analysis of the studied definition serves as a criterion: from macro-social (reflection of state gender policies and the prevailing ideology in a particular society) to interpersonal (socio-psychological determinants such as gender stereotypes and attitudes) to intrapersonal (revealed through the analysis of gender identity as the result of transforming external socio-cultural gender symbols into personally significant and consciously related aspects of one's "self") [27]. Considering the conducted analysis, the following scale for assessing the severity of negative phenomena is proposed (Table 4).

Table 4 – Severity of consequences from experiencing stress under the influence of hazardous factors in the “employee relations” group

Scale		
Severity level	Symbol	Criteria
Absent	I	The presence of hazardous factors will not lead to the diseases and will not in any way affect the quality of life.
Insignificant	II	The level of hazardous factors will not lead to changes in the functional state of the body, which will be restored during regulated rest periods or before the start of the next shift.
Low	III	The level of hazardous factors during the production process causes functional changes that do not exceed physiological limits but could lead to energy loss, irritability and anger.
Moderate	IV	The level of hazardous factors during the production process induces functional changes beyond normal physiological condition; deterioration of health demonstrated by headaches, helplessness and intrusive thoughts.
Moderate high	V	The level of hazardous factors during the production process causes functional changes over physiological state and health condition transforms to somatic diseases.
Above moderate	VI	The level of hazardous factors during the production process causes persistent functional disorders leading to an increase of occupational diseases, injures, depression and emotional burnout.
High	VII	The level of hazardous factors during the production process goes to the progressive, serious illnesses with temporary loss of workability, as well as the increasing rates of severe forms of occupational diseases or injures.
Catastrophic	VIII	The level of hazardous factors at workplace could lead to fatal consequences (suicide).

Considering the scales that have been developed, we obtain a matrix for assessing psychosocial risks (Table 5). Its feature lies in establishing clear boundaries that determine

conditionally mild consequences from the specified hazardous factors and severe consequences, such as the occurrence of serious mental disorders, cardiovascular and oncological diseases, or suicide, etc.

Table 5 – The matrix for assessing psychosocial risks from the expression of hazardous factors

		Probability of incident							
		A	B	C	D	E	F	G	H
Severity of incident	I	AI	BI	CI	DI	EI	FI	GI	HI
	II	AII	BII	CII	DII	EII	FII	GII	HII
	III	AIII	BIII	CIII	DIII	EIII	FIII	GIII	HIII
	IV	AIV	BIV	CIV	DIV	EIV	FIV	GIV	HIV
	V	AV	BV	CV	DV	EV	FV	GV	HV
	VI	AVI	BVI	CVI	DVI	EVI	FVI	GVI	HVI
	VII	AVII	BVII	CVII	DVII	EVII	FVII	GVII	HVII
	VIII	AVIII	BVIII	CVIII	DVIII	EVIII	FVIII	GVIII	HVIII

Marks. Colors: red – unacceptable risk; orange – acceptable with verification; green – acceptable risk.

Within the framework of this task, recommendations were developed to reduce the impact of psychosocial risks.

First – forming small working groups selected according to psychological compatibility.

Second – training new leaders who can ensure inclusion when working with different employees.

Third – ensuring maximum transparency in all areas of the company’s activities, especially financial, involving employees in making important management decisions.

Fourth – strengthening health monitoring of employees through the use of digital technologies that allow anticipating or stopping negative phenomena in new life realities.

Fifth – maximum internal and external partnerships to achieve the goal.

Based on the obtained results, the well-known model for managing psychosocial risks (PSR) “bowtie” can be improved by separately adding the “employee relations” group to the hazardous factors, with a check for compliance with the requirements of domestic legislation (Fig. 2).

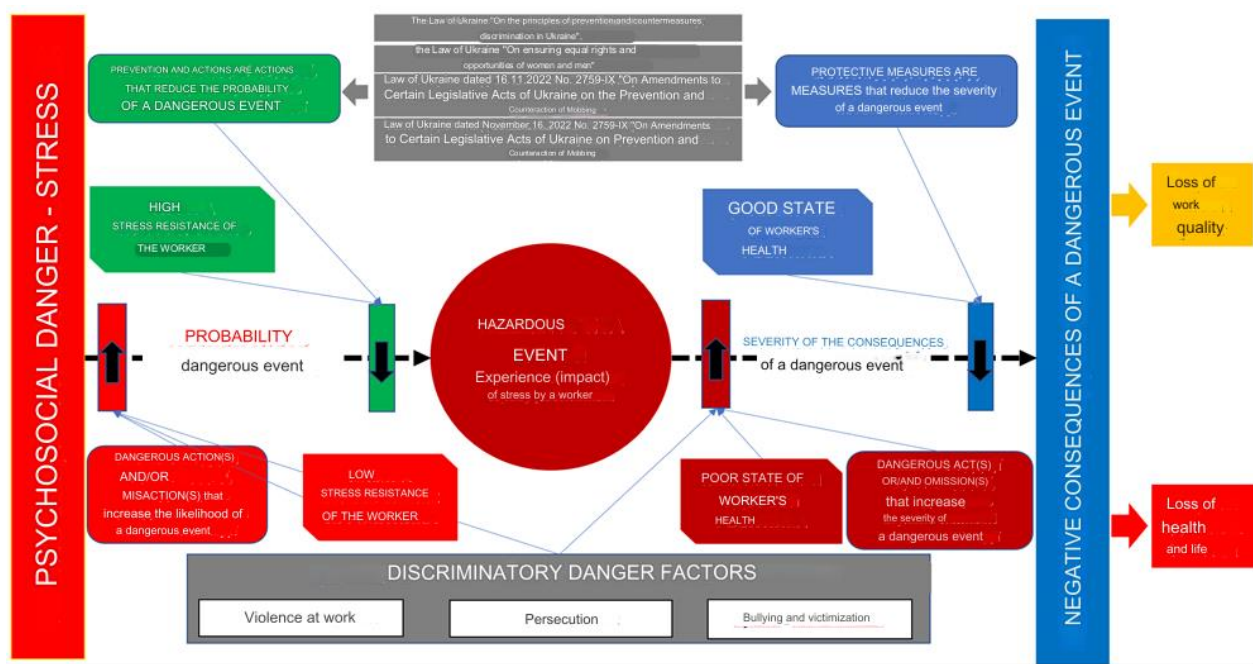


Figure 2 – Enhanced model of psychosocial risk management considering discriminatory hazardous factors

5.4 The development of recommendations for reducing psychosocial risks in the organizational culture of economic entities

The risk management process also involves the need to develop protective or preventive measures to reduce the manifestation of negative phenomena in workplaces in the organization, as recommended by Ukrainian legislation (Table 6).

Table 6 – Recommendations for reducing the probability of demonstration of psychosocial factors in the “Employee Relations” group

No	Psychosocial Negative Factor	Recommendations from Ukrainian Regulatory Acts
1	Discrimination	<ul style="list-style-type: none"> • establishment of a service for understanding negative phenomena; • organization of control over the observance of the non-discrimination principle in various spheres of social relations; • promotion of intolerance to discrimination; • thematic briefings; • ensuring objectivity, comprehensive, and timely review of statements or complaints; • development of a strategy to protect employees from violence; • establishment of a psychosocial service; • providing conditions for the timely identification of discrimination facts and ensuring effective protection of individuals and/or groups affected by discrimination, mobbing, sexism.
2	Mobbing	
3	Sexism	

5.5 Discussion of the process of managing psychosocial risks considering the influence of dangerous factors: discrimination, mobbing and sexism

Undoubtedly, the result of team working filled with psychological or sexual violence is psychological or physical illnesses. Cases of suicides among employees after bullying or sexual harassment are not uncommon. For instance, in the United States, incidents of physical revenge by

aggrieved employees involving the use of weapons and resulting in mass casualties occurs quite frequently [28]. Furthermore, it is logical that an inadequate work atmosphere leads to low work productivity [29].

As reported in Report V (1) "Ending violence and harassment against women and men in the workplace", prepared for the 107th session of the International Labour Conference in 2018, workplace violence leads to increased absenteeism and higher medical and administrative costs. Globally, annual costs for employers and the entire economy due to workplace harassment are estimated at \$4-25 billion [18].

In Ukraine, such studies have not been conducted, but it can be confidently stated that the economic losses due to workplace violence are enormous. Moreover, highly qualified professionals seek to work in comfortable psychological conditions, but not all employers can provide them. Therefore, they look for better opportunities abroad, thereby weakening the local job market.

In general, to reduce negative actions of mobbing, discrimination, and violence, building honest relationships with employees based on openness and trust is essential [30]. Some organizations introduce regular meetings with employees to discuss problems and risks, while others try to listen to employees, engage in dialogue with them, and minimize distance for better communication.

Overall, caring for the well-being of employees is crucial. For example, the National Institute for Occupational Safety and Health (NIOSH) in the USA published recommendations this year to enhance company resilience based on the analysis of employee well-being [31]. This includes evaluating work and life experience, workplace policies and culture, the physical environment and safety climate, health, and household well-being. It is believed that studying these issues will help employers monitor changes in employee well-being due to economic conditions, social trends, or changes in state or organizational policies to make appropriate decisions.

Unfortunately, there is no one-size-fits-all solution. Moreover, it is challenging for us to even hear and understand each other. For instance, research by the leading research and advisory company Gartner, Inc. (NYSE: IT) shows that only 41% of employees (out of a sample of 10,000) agree that top executives act in their interests, while only 47% of employees say that executives listen to their opinions when making decisions [32]. Therefore, creating a shared purpose, which should become an element uniting all employees into one team, allows for success and survival in challenging times [33].

6. Conclusions

1. The analysis of domestic legislative acts on the expansion of the group of psychosocial hazardous factors have been conducted, which allowed the identification of a separate group of hazardous psychosocial factors called "employee relations".

2. The methodology of the psychosocial risk management process has been improved by considering an additional group factor, "employee relations", which requires separate support from organizational leadership, considering the requirements of domestic legislation. This involves additional steps during the psychosocial risk management procedure, including the development of a relevant registry and questionnaire for employees regarding psychosocial factors.

3. Scales for assessing the probability of a hazardous event and the severity of consequences arising from experiencing stress due to hazardous factors in the "employee relations" group have been defined.

4. Recommendations to reduce psychosocial risk caused by hazardous factors in the "employee relations" group have been developed. These recommendations involve creating a safe and comfortable workplace through the use of small groups for production tasks, establishing

appropriate continuous direct and feedback communication between employees and management to report acts of “mockery”, and fostering an inclusive communication culture built on trust.

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This research did not receive any specific financial support.

8. Conflicts of Interest

The authors declare no competing interests.

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