



Psychosocial Risks Act as a Circular System, Not Isolated Stressors

Rather than existing as stand-alone hazards, these risks influence each other circularly in what Leka & Jain (2024) term 'systemic risk interactions'.



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A Human-Centered Culture Shifts Risk Management Into Opportunity



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Redefine Organizational Success Beyond Traditional Metrics

The Human-AI Balance

- Define Success by Well-being: Organizational success must balance productivity with employee psychological well-being.
- Cultivate Human Leadership: While AI systems master analytical functions, empathy and visionary leadership remain essential to psychological safety (Meta & Meka, 2024).
- Secure Human Boundaries: Restoring recovery times and limits to technological demands ensures long-term organizational health.

Key Research Gaps

- Testing Mitigation Pathways: Investigating if specific interventions (e.g., boosting algorithmic transparency) actively reduce risks in other categories (like lack of control).
- Boosting Leadership Commitment: Moving management from basic baseline rule compliance to authentic strategic adoption of psychosocial health (Steel et al., 2025).
- Worker-Participatory Tools: Creating rapid, co-designed OSH assessment scales for digital work in real-time.

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Thank you for your kind attention

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