DRIVERS AND BARRIERS FOR PARTICIPATIVE PREVENTION PROCESSES ON PSYCHOSOCIAL RISKS TO ACHIEVE CHANGES IN WORKING CONDITIONS
TURKISH CASES REPORT

YÜCEL DEMIRAL

CEYDA SAHAN

DOKUZ EYLÜL UNIVERSITY (IZMIR, TURKEY)

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1. COUNTRY SUMMARY

1.1. Background

The population of Turkey is 76 million, of which 55 million are in the 15-64 years age segment. Turkey's labour force is of approximately 27 million people. 49% of labour force is active. The female active labour force is less than 30% of total labour force, while male workers account for 70%. Employment in the agriculture sector dropped sharply particularly after 1990. By 2013, 22% of working population was employed in the agricultural sector, 20% in industry, 51% in services, and 6% in construction. The elimination of government subsidies for agriculture is the main cause of the 1-2% yearly reduction of employment in that sector during the last decade. Unemployment rate was 10.5% in 2013. Unemployment among young workers reaches 20%. Turkey is progressively becoming a country where cheap labour force is employed in informal sectors with high levels of job insecurity and work intensity. For example, with 53 working hours per week, Turkey has longer working times than any EU country. Industrial production in Turkey is mostly carried out in small enterprises. Approximately 98% of workplaces employ less than 50 workers, while 88% of them employ less than 10 (Table 1).

Table 1. Distribution of workers and workplaces according to workplace size (%)

Size of workplaces	Workplace %	Workers %
1-9	85	30
10-49	13	32
50+	2	38
TOTAL	100	100

Partly due to Turkey's strategic position and to the fact that it is a developing country, occupational health issues are under the influence of multiple political and economic factors in the international arena. The Ministry of Labour and Social Security (MLSS) is responsible for the organization and coordination of occupational health policies. Three significant ILO conventions have been ratified by Turkey (Occupational Safety and Health Convention (C. 155), Occupational Health Services Convention (C. 161) in 2004 and Promotional Framework for Occupational Safety and Health Convention (C. 187) in 2009. Regarding the conventions related to worker's participation Turkey have also ratified some of the important ILO Conventions including Workers' Representatives Convention, (No. 135) in 1993, Freedom of Association and Protection of the Right to Organise Convention (No. 87) in 1993 and Right to Organise and Collective Bargaining Convention, (No. 98) in 1951. On the other hand Collective Bargaining Convention, (No. 154) is not ratified by Turkey.

A swift transformation of the legal background is taking place, particularly due to Turkey's involvement in the EU accession process. The Occupational Health and Safety Act (No.6331) was enacted in 2012. Occupational health and safety regulations have been harmonized in accordance with specific EU Directives and a number of regulations on OSH have been issued during the accession process. The most important input of these regulations are the introduction of flexibility to the working life and the new working methods like part-time work, on-call jobs, lent jobs, shared jobs, fix-period service agreements, and increased sub-contracting. The law highlights employers' responsibilities for OHS measures and establishes a mandatory risk assessment process. However, psychosocial hazards and risks are not addressed by the law or related regulations.

Labour organizations have been regressing and labour unions keep losing power, especially during the last three decades. Conventional trade unions are losing their representation power while being replaced by associations, trade organizations and similar non-governmental organizations (NGOs). There are no reliable data concerning

trade union affiliation rate in Turkey. Union membership covers about 50% of labour force, according to official data, however actual union membership, including workers protected by collective agreement rights is estimated in around 10%. There are no data on unionized workers among OSH representatives. Aside from low union representation figures, unions do not hold activities on occupational health issues. In most of the cases unions focus on salaries while occupational health policies are postponed.

The "National Council of Occupational Health and Safety", established in 2005, congregates social partners at national level. The Council assembles workers' and employers' representatives, related public institutions, universities, non-governmental organizations, and representatives of other related institutions and corporations. The Council aims at developing suggestions and providing advisory on the needs, priorities, policies and strategies regarding occupational health and safety. It also works to establish a social dialogue platform to allow social partners express their opinions and ideas.

At company level workers' participation is defined in OSH Law No. 6331. According to this law, employers are required to appoint employees' representatives. The size of the company and number of workers determine the number of representatives. According regulation in companies with a registered trade union membership the union representative is also the workers' rep.

1.2.   Features of psychosocial risk prevention participative processes

1.2.1   Psychosocial risk factors at workplaces

The main psychosocial risk factors at the workplaces reported during the interviews include:

- workload
- pressure to meet production goals
- work intensity

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- poor/lack of control over tasks

- role ambiguity

- performance-based systems

- social relations

- job insecurity

- inequality and economic conditions

According to both managers and workers' reps, the most significant risk factor is the heavy workload. Employees sometimes work under pressure to meet a deadline specified by customers. There has been a notable increase of workload in the last years, with pressure to meet production goals and higher work intensity during a period of time.

Lack of control over tasks is considered a consequence of tight deadlines and pressure to meet production goals at all workplaces. Production is based on a *tayloristic* model in two cases. In the third case there is a mix of *tayloristic* approach and team work. Workers can only take breaks at specific hours due to the interdependence of networks in the production chain. There are some problems associated with role ambiguity which is related to lack of formal/written description of tasks and responsibilities.

According to workers' reps, social relationships between workers are generally good, but their relationship with the managers is rather limited. Even though, some of the workers and managers report that there is no tension between them. Workers can appoint meetings with managers in advance. Special dinners and other social activities are planned and social support was adequate.

Managers expressed that performance-based system disrupts social relationships between the workers. They argue that dismissal criteria are based on performance

evaluation to ensure fair treatment for all workers. Workers think that their managers try to guarantee fair treatment.

Job insecurity is pointed out as one of the main problems at some workplaces. Workers expressed their concern and anxiety about the possibility of losing their jobs on account of closure or downsizing. At other workplaces there are few or no problems associated with job insecurity. Managers view the majority of their workers as an articulated crew. They do not consider dismissing any of them as long as they carry out their tasks adequately and believe most workers are aware of this fact. Workers consider job security is ensured except in cases of grave offenses or mistakes.

According to managers, workers who are responsible for the same tasks essentially maintain the same social and economic conditions. They have scales regarding workload and salaries, but any differences in salaries resulting from seniority are generally accepted by the workers. Some workers report that workload is not equally distributed.

Both managers and workers report that economic problems imply a particularly significant psychosocial risk at the workplace and that workers are mostly satisfied with their jobs except for their salaries. Workers report family problems due to economic hardship. This situation may cause further problems at work.

None of the interviewees reported mobbing at the workplace or hearing about such complaints. There is a structure in the company commonly known as "ethical line" that workers can appeal to in case of harassment/mobbing.

1.2.2 The role of managers, workers' reps/unions and OHS professionals in psychosocial risk prevention

Managers have a significant role to play in workload planning, overtime controls, and social support provision. They regard themselves as effective elements in psychosocial

risk prevention. They should deal with such problems and attempt to address them. Since workers can only make suggestions, managers have the last word on psychosocial risk prevention. They have become more sensitive to prevention of workplace risks due to the sanctions imposed by the Occupational Health and Safety Act in Turkey. An effort by employers to observe occupational health regulation and mandatory requirements was also reported.

Both managers and workers reported that one of the purposes of union or workers' reps is to work for psychosocial risk prevention. Unions should be independent and not safeguard mutual interests with the employer. Some workers believe that unions sided with employers on some issues. Furthermore, unions are not considered to have a voice at the workplace and trade union references are not useful for the workers. Union members try to provide effective solutions when informed about risks but they are not able to perceive risks due insufficient knowledge and lack of training. Workers report that unions are only effective in issues regarding holidays and salaries, but they do not deal with risks satisfactorily. Nevertheless, workers believe that the lack of a union at the workplace has an adverse impact on them.

OHS professionals play key roles in fields like ergonomics, industrial accidents, and occupational health and safety (protective) equipment; however, workers consider that these professionals should also deal with psychosocial risk prevention. It was reported that many psychosocial risks are not brought up in OHS meetings yet, even though other risks are often discussed in such meetings.

Some workers argue that OHS professionals should not on the employers' payroll since their activity could be biased simply because they might lose their jobs. Furthermore, they express that some workers refuse to visit the company physician lest they could be dismissed on the basis of health concerns. According to managers, OHS professionals are considered employers' representatives and the reason for their presence at the workplace is to provide support and advisory to workers. Managers

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regard OHS professionals as part of the company playing a support role to both managers and the workers.

1.3. Barriers and drivers in participative psychosocial risk prevention processes to change working conditions

The main barriers include the following factors:

- managers' responsibility over a large number of employees

- communication gaps communication problems due to shift work

- workers being unable to openly express themselves because for fear of reprisal

- possibility of management bias against workers

- inability to detect existing problems after long periods at the same workstation, also called "operational blindness"

- material requirements for risk prevention

- disagreements with the employer due to financial reasons

- excessive pressure associated with production goals and deadlines

- evaluation of performance by the amount of production without considering quality and occupational safety

- lack of a perspective on psychosocial risks due to the abundance of certain industrial accidents and other risk factors

The main drivers are listed as follows:

- strong communication between the workers and management or between departments

- workers' awareness of fair treatment

- management's supportive approach

- management's awareness of workers' problems and their attempts to solve them

- workers' full knowledge of their duties, rights and responsibilities thanks to specific training sessions

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- attempts to solve problems by members of all departments

- suggestion boards or any consultation scheme to freely express problems and possible solutions with feedback from management within a short period of time

- moral and material rewards for those workers offering positive and constructive suggestions

- employer's awareness of the fact that increased psychosocial factors would lead to decreased productivity

1.4. Recommendations for participative psychosocial risk assessment processes to change working conditions

- Workers should be able to experience a sense of commitment to the company, cooperation should be achieved with union and workers' reps, and their support and experiences should be used by the company and the trade unions

- Workers can do a better job if they are allowed to participate in the process by which production goals are

- Increased control of tasks job control will lead to improved operating performance.

- Managers should not regard workers that report problems as troublesome, and should focus on solutions so that other workers could appeal to them when necessary. Managers should empathize with workers and problems must be viewed from the workers' perspective. One of the ways for managers to gain workers' confidence is to explain the reason why problems cannot be solved

- Detected risks should be addressed through the investigation of previous examples (if any), and risks should be assessed with the participation of workers' reps, managers, and OSH professionals

- OHS professionals should be managed and maintained by the government to guarantee their autonomy. Occupational health and safety departments must definitely include an engineer, a physician, a nurse and a psychologist

1.5. Relation between the characteristics of the participative process and changes of working conditions

Workers are not satisfactorily involved in the decision-making process, but they can offer their feedback through the existing communication systems. However, managers admit that such systems are inadequate. Managers attempt to organize meetings in which workers and OHS professionals often participate to solve with a joint approach. Workers are particularly encouraged to express their opinions in such meetings.

Workers can approach managers without previous appointment in advance and there is no communication problem between workers and managers. Workers can also express their problems in certain social gatherings. Workers can participate more often in decisions about other problems.

Workers' participation in decisions is a facilitator for the understanding of workplace risks and solutions to the problems. They provide useful suggestions as they are directly involved in the process and know well their working conditions. Workplace problems can be solved in an easier and more adequate way if workers participate.

Managers are aware of the fact that psychosocial risks might lead to increased industrial accidents and other risk factors.

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2. DELPHI

2.1. Background

The analyzed company manufactures cables for the automobile industry (NACE: 2931), and employs around 2,200 workers (data updated in April, 2014). Such parts as cable networks for automobiles are manufactured for 10 to 15 models of 5 major customers. In this case the workplace has an occupational health and safety department, as well as union representation.

The company has approximately 180 production chains. Work streams vary from one model to another and are subject to weekly planning. In parallel with increased customers' demands, the factory experienced a 10% growth in 2013 and hired 400 new employees. However, 100 employers resigned for several reasons in the same year, and the factory located in Istanbul was closed down, whereas the one in Izmir remained temporarily inoperative. Managers considered that such changes could have raised employees' concern for their future and job insecurity.

Data were collected through 3 semi-structured in-depth group interviews (April, 14th to May, 2 2014). A total of 5 managers and 8 workers including one union rep were interviewed in this case. Each session was led by two interviewers. Interviews were tape-recorded and complemented with notes taken during the sessions.

Psychosocial risk assessments were not conducted at the workplaces. Therefore the main psychosocial risk situations were discussed by the interview questions. A brief training session on psychosocial risks was carried out prior to the each interview. Main interview questions included:

- What are the most significant psychosocial risk factors at the workplace?
- Is there any psychosocial risk intervention?

- What is the role of managers, workers and OHS professionals in psychosocial risk prevention?

- What are the drivers and barriers for participative psychosocial risk prevention?

- What do you recommend in terms of a participative psychosocial risk assessment process to change working conditions?

2.2. Interview results

Discussed issue	Expressed views	
Psychosocial risk factors at workplaces	**Managers**	**Workers**
	• impossible for workers to stop their activity due to the fact that they serve on interdependent networks in the production chain	• notable increase in workload for the last five or six years with pressures to meet production goals and increased work intensity during this period
	• task management measures are not implemented as a result of pressures associated with timing and goals	• weekly changes in shifts imply such problems as social isolation, family-work imbalance, as well as health issues like gastroenteritis and sleep disorders
	• performance-based system disrupts social relationships between workers and increased workplace competiveness	• social relations generally good, but relation with managers rather limited
	• performance-based system disrupts social relationships between workers and increases workplace competiveness	• workers express their fear and anxiety about dismissal if production goals are not met
	• job insecurity seen as a vital problem and not only blue-collar but also white-collar workers were concerned about closure or downsizing	• job insecurity seen as a vital problem and not only blue-collar but also white-collar workers are concerned about closure or downsizing
	• no mobbing situations reported or witnessed at the workplace and workers are not aware of such complaints	• no mobbing situations reported or witnessed at the workplace and workers are not aware of such complaints
	• existence of a structure known as "ethical line" to which they can appeal in cases of mobbing	• existence of a structure known as "ethical line" to which they can appeal in cases of mobbing
		• fear and anxiety about dismissal if production goals are not met
		• evaluation on the basis of the

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		amount of work per time, but not paid in accordance with their performance, thus suffering from unfair treatment

Discussed issue	Expressed views	
Role of managers, workers' reps/unions and OSH professionals in psychosocial risk prevention	**Managers**	**Workers**
	• managers have a significant role in workload planning, management of overtime, and provision of social support • role of union or workers' reps is to strive for psychosocial risk prevention / unions are consulted in terms of yearly holidays planning	• can only make suggestions, but ultimate decisions are made by managers/ managers should deal with such problems and attempt to tackle them • unions must be independent and thus should not safeguard mutual interests with employers • union is on the employer's side • union members try to provide effective solutions when informed about risks but they are not able to perceive risks due to insufficient knowledge and educational background • OHS professionals play key roles especially in ergonomics, industrial accidents, and equipment used for occupational health and safety, however, these professionals are also supposed to address psychosocial risks • OHS professionals should not be on employers' payroll since such dependence might lead to biased intervention caused by concerns about losing their jobs • workers refrain from visiting the

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		on-site doctor because they fear being among the first employees to be dismissed if regarded as unfit to continue working

Discussed issue	Expressed views	
Barriers in the participative psychosocial risk prevention process to change working conditions	**Managers**	**Workers**
	• responsibility over a great number of employees • miscommunication or lack of communication when parties do not accept each other's demands or complaints • communication problems due to shift work • inability to detect existing problems after long periods at the same workstation, also called "operational blindness" • material requirements for risk prevention	• disagreements with employers on financial issues • excessive pressure associated with production goals • evaluation of performance by the amount of production without considering quality and occupational safety

Discussed issue	Expressed views	
Drivers in the participative psychosocial risk prevention process to change working conditions	**Managers**	**Workers**
	• strong communication between workers and management or between departments • clear definition of task assignments • special development plans designed for employees with better performance • workers' acknowledgement of fair labour relations, reduction of problems • solutions suggested by all the parties involved	• suggestion boards that grant employees free expression and description of problems • provision of written certificates of appreciation when workers detect a significant problem or contribute to solutions • establishment of departments to address significant risk factors • attempts to solve existing problems by members of all departments

Discussed issue	Expressed views

Recommendations	Managers	Workers

for the participative psychosocial risk assessment process to change working conditions	• workers should be enabled to experience sense of belonging to the company
	
	• cooperation with the trade union and workers' reps is to be achieved /their support and experiences should be used in the risk assessment process
		• could do a better job if were allowed to participate in the process by which production goals were determined
		• production goals should be reduced for night shifts and increased during the day
		• increased task management will lead to improved operational performance
		• a good way to gain workers' confidence is to explain the reason why managers cannot solve or handle problems
		• OHS professionals should be present at workplaces before problems emerge and they should be able to detect risks beforehand
		• managers should not regard problem-reports as a negative issue / they should focus on the solution so other workers could appeal to them when necessary
		• emphasize that detected risks should be handled through an investigation of previous examples (if any), or the creation of a pool if no comparable examples are available
		• OHS professionals should be supported and paid by the government / their autonomy should be granted
		• with regard to OHS professionals, workers recommend:
		  – adequate salaries
		  – fluid communication with them
		  – job security for OHS
		  – moral support

Discussed issue	Expressed views	
Relationship between characteristics of the participatory process and changes of working conditions	**Managers**	**Workers**
	• workers are not satisfactorily involved in the decision-making process, but they can submit their views and recommendations using the existing system / although admit that such systems are not adequate • workers can talk to managers without previous appointment and there is no communication problem between the two parties • workers can express their problems in certain social gatherings and can participate more often in decision-making processes regarding problems other than psychosocial risks	• participate in the solution of problems other than psychosocial risks and their opinions are requested • can contact managers particularly by explaining their problems to team leaders / communication problems are sometimes inevitable in such a big company • not empowered to make decisions, but they could express their opinions • workers' involvement in decisions is a facilitator for the understanding of workplace risks and for the solution to the problems • workers' input (suggestions) is useful given the fact that they participate directly in the production process and have a better knowledge about actual working conditions in the company

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3. NEKA

3.1. Background

The analyzed company manufactures household appliance moulds (NACE: 27.5.1). The facility employs a total of 157 workers, of which 131 are men. There is no authorized union at the workplace. The department of occupational health and safety has a part-time off-site physician, a full-time on-site nurse, and an occupational safety specialist.

Although production and sales occasionally peaked and plummeted during the last two years, no notable change was experienced. Compared to the previous year, the company was a slightly more automated, and planning allowed carrying out the same tasks with fewer workers. In general, no significant change was experienced in job organization.

Data were collected through 2 semi-structured in-depth group interviews on 16th April 2014. A total of 4 managers and 7 workers were interviewed in this case. Since there is no authorized union at the workplace, none of the participants had union affiliation. Out of 7 employees interviewed one was a workers' rep. There were two interviewers in each session. Interviews were recorded and additional notes were taken.

No psychosocial risk assessment had been conducted. Therefore, the main psychosocial risk situations were discussed using interview questions. A brief introduction to psychosocial risks was carried out before each interview. Interview questions were the same as in the previously described first case.

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3.2. Interview results

Discussed issue	Expressed views	
Psychosocial risk factors at workplaces	**Managers**	**Workers**
	• workload regarded as the most significant risk factor • workers do not have communication problems between them or with managers • workers are aware of the fact that managers do not contemplate dismissing any of them as long as they carry out their tasks adequately • workers were mostly satisfied with their jobs although not with their salaries • workers might sometimes work under pressure to meet specific deadlines • No tangible task management measures taken • problems associated with role ambiguity as a result of not clearly defined tasks and responsibilities • efforts made to prevent deadline pressure on workers • strong social solidarity among workers • workers have few or no problems associated with job insecurity • the majority of staff functions as an *articulated crew* • workers responsible for the same tasks have almost the same social and economic status • economic problems in particular represent a	• heavy workload seen as the main psychosocial risk at the workplace • in good terms both with their co-workers and with managers/ can freely communicate with company managers to inform about their problems • no reason to be dismissed as long as performed their tasks correctly • financial and family problems and not being able to focus on their jobs • Occasional inequality problems especially regarding workload distribution • Management is good-willing and does its best to overcome inequality problems

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	significant psychosocial risk at the workplace	

Discussed issue	Expressed views	
Role of managers, workers' reps/unions and OSH professionals in psychosocial risk prevention	**Managers**	**Workers**
	• regard themselves as effective participants in psychosocial risk prevention	• managers have significant role in PSR prevention to this respect and their views correspond with necessary interventions
	• OHS professionals are expected to play a key role in psychosocial risk prevention, but listed workplace risks did not include that category	• OHS are to participate in psychosocial risk prevention, but issues like work stress are never discussed
	• psychosocial risks not even been discussed in OHS meetings yet, even though other risks are examined	• managers have become more sensitive to the prevention of all risks at the workplace because of sanctions imposed by the Occupational Health and Safety Act
		• lack of a union representation at the workplace has an adverse impact on workers
		• union reps would not be satisfactorily functional. Based on previous experiences in other firms, unions were only effective for issues like holidays and salaries, but did not address occupational risks effectively
		• OHS have impartial stance

Discussed issue	Expressed views	
Relationship between characteristics of the participatory process and changes of working conditions	**Managers**	**Workers**
	• attempts to meet with workers and OHS professionals for a joint solution to existing problems	• admit being consulted occasionally about decisions/most decisions meet their demands
	• workers are particularly encouraged to express their	• able to talk with managers and express their opinions about any

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	opinions in such meetings	subject, even personal issues (employee suggestion boxes also available)
	• workers play a key role in selecting protective equipment against physical risks	
	• aware of the fact that psychosocial risks might lead to increased industrial accidents	
	• as social agents responsible for occupational health and safety, acknowledge their obligation to deal with such issues	
	• certain psychosocial risks have more adverse influences on workers than other risks	

4. TUPRAG

4.1. Background

The analyzed company employs 431 workers of which 406 are men. The area of activity is gold mining (NACE: 072901). There is an occupational health and safety department, and a trade union representation from a Turkish Miners Union. No significant changes were reported in terms of investment, sales, and staff for the last two years.

Data were collected through 2 semi-structured in-depth group interviews on 24th April 2014. A total of 4 managers and 4 workers were interviewed in this case. Two of the participants were workers' reps but not union members. Each session was led by 2 interviewers. Interviews were recorded and additional notes were taken.

No psychosocial risk assessments had been conducted at the workplaces. The main psychosocial risk situations were discussed using interview questions. A brief introduction to psychosocial risks was carried out prior to the each interview.

4.2. Interview results

Discussed issue	Expressed views	
Psychosocial risk factors at workplaces	**Managers**	**Workers**
	• insufficient task management measures to cover all workers	• heavy workload, tackled through cooperation when necessary
	• considerable solidarity among workers, no tension between managers and workers	• responsibilities clearly defined
	• necessary improvements are welcome by the management	• management attempts to prevent role ambiguity
	• workers can appoint meetings	

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	with managers (in advance)	• social activities, such as special dinners, are planned to improve social support at the workplace
	• concerns over job insecurity, especially among white collar workers, due to macroeconomic reasons as devaluation of gold / no perception of job insecurity concerns among blue collar workers	• workload not equally distributed, sometimes one single person is left with the full responsibility
	• workers aware of granted job security as long as they comply with ethical standards	• general perception of job security unless serious offenses or mistakes are committed
	• scales regarding workload and salaries, workers responsible for the same tasks and share the same seniority in the company have similar salaries / discrepancies on salaries depending on seniority considered as acceptable	• dissatisfaction with salaries and economic problems, these difficulties are however endured in hope of improvement

Discussed issue	Expressed views	
Role of managers, workers' reps/unions and OSH professionals in psychosocial risk prevention	**Managers**	**Workers**
	• efforts are made to observe legally binding issues associated with occupational health and safety / managers concerned with workers being under pressure all the time	• managers do their best to prevent risks
	• attempts to address risks through training sessions and awareness activities	• no possibility of consulting with union or sharing concerns with them
	• collective bargain agreements signed with union representatives include certain clauses related to psychosocial risks, as well as other occupational risks	• union must play a decisive role in psychosocial risk prevention
	• workers are informed about working conditions before they are hired, no complaints from the union to this respect so far	• union does not have a voice at the workplace and thus references to the union are not useful
	• job security issues emerged among the workers, management granting life-long job security	
	• union generally focused on wages and does not deal with other issues, representatives are neither conscious nor technically trained for risks management	
	• OHS professionals as individuals specializing in risk identification and prevention and that they offered suggestions to these professionals	
	• OHS professionals not regarded as employers' representatives, they are present at the workplace on behalf of all the workers	
	• managers regard OHS professionals are part of the company/ they play a mediation role between workers and managers	

Discussed issue	Expressed views	
Barriers in the participative psychosocial risk prevention process to change working conditions	**Managers**	**Workers**
	• production-related concerns • inability to meet the production goals • lack of a perspective on psychosocial duet frequent industrial accidents and other risk factors • various perceptions of risks by different workers	• negligence of psychosocial risks by the management

Discussed issue	Expressed views	
Drivers in the participative psychosocial risk prevention process to change working conditions	**Managers**	**Workers**
	• regular meetings to address workplace risks • supportive approach by management • workers can make suggestions (through suggestion boxes) • management aware of workers' problems and attempts to address them • open communication channels • management under training on psychosocial risk prevention issues	• hazards or risks can be reported anonymously through suggestion boxes / similar problems were reported and workers witnessed their solution

Discussed issue	Expressed views	
Recommendations for the participative psychosocial risk assessment process to change working conditions	**Managers**	**Workers**
	• elimination of occupational health and safety risks could lead to corresponding improvement in PSR prevention • provision of job security is crucial issue and its solution must be a top priority	• the existence of suggestion boxes is useful for solving problems • workers must be consulted about solutions and suggestions when risks are detected

Discussed issue	Expressed views	
Relationship between characteristics of the participatory process and changes of	**Managers**	**Workers**
		• possibility to communicate their suggestions or occupational health and safety problems

working conditions		through suggestion boards feedback is usually provided within a week
		• possibility to report an urgent problem directly to their supervisors / suggestions about most risks come from the workers
		• possibility to solve workplace problems in an easier and more adequate manner if workers' opinions are considered