

The 13 Psychosocial Factors

1. **Balance:** A work environment where there is recognition of the need for employees to be able to manage the demands of work, family, and personal life.
2. **Civility and Respect:** A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients, and the public.
3. **Clear Leadership and Expectations:** A work environment where there is effective leadership and support so that employees know what they need to do, have confidence in their leaders, and understand impending changes.
4. **Engagement:** A work environment where employees feel connected to their work, co-workers, and their organization, and are motivated to do their job well.
5. **Growth and Development:** A work environment where employees receive encouragement and support in the development of their interpersonal, emotional, and job skills.
6. **Involvement and Influence:** A work environment where employees are included in discussions about how their work is done and have input into decisions that impact their job.
7. **Organizational Culture:** The degree to which a work environment is characterized by trust, honesty, and fairness.
8. **Protection of Physical Safety:** A work environment where management takes appropriate action to address physical hazards in order to protect the psychological health and safety of workers.
9. **Psychological Competencies and Demands:** A work environment where there is good fit between employees' interpersonal and emotional competencies, their job skills, and the position they hold.
10. **Psychological Protection:** A work environment where employees' psychological safety is ensured.
11. **Psychological and Social Support:** A work environment where the organization is supportive of employees' psychological health concerns and provides assistance as needed.
12. **Recognition and Reward:** A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.
13. **Workload Management:** A work environment where assigned tasks and responsibilities can be accomplished successfully within the time available.