„Enter the Matrix“

Humanize your workplace with the demand matrix.

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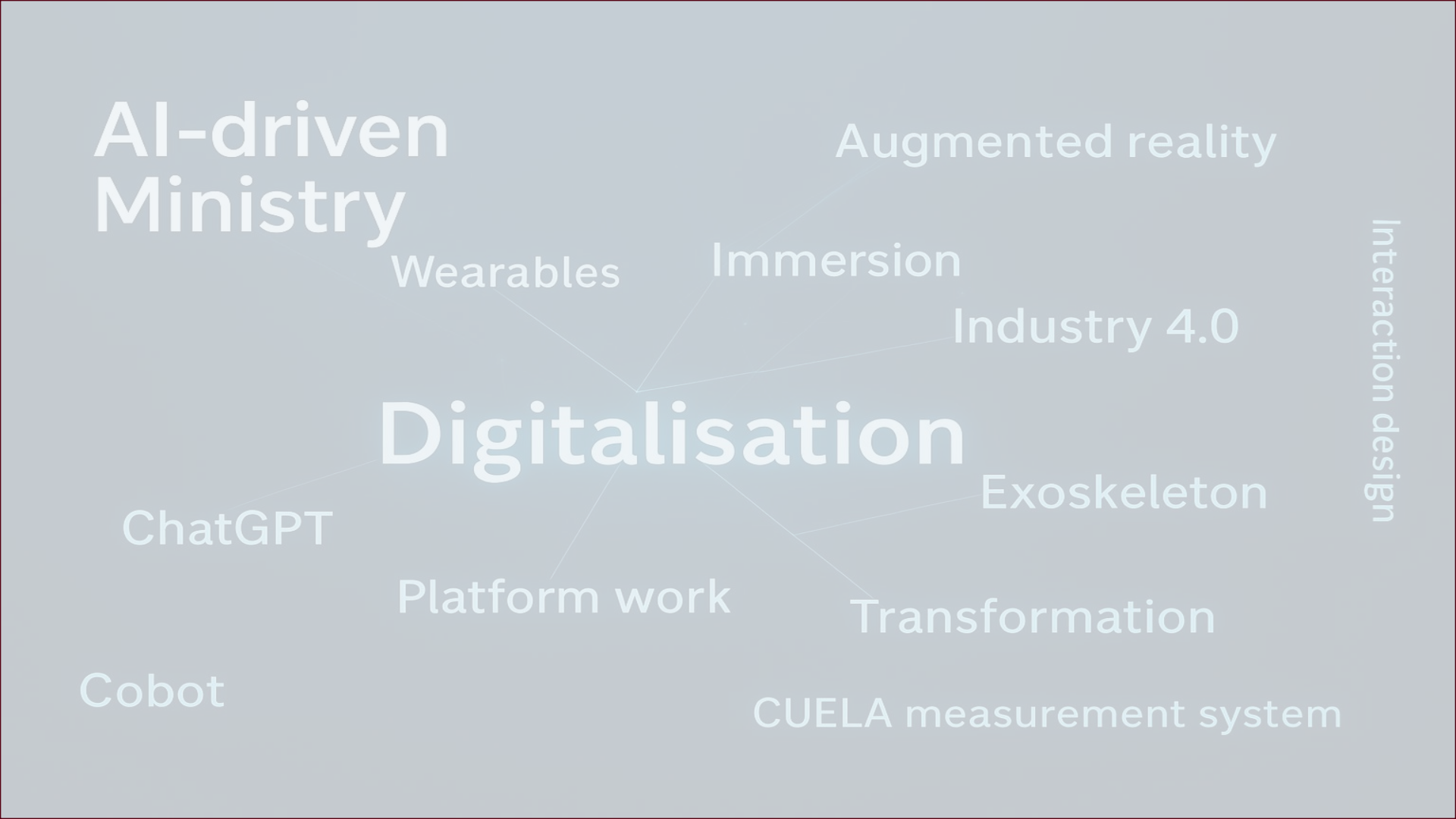
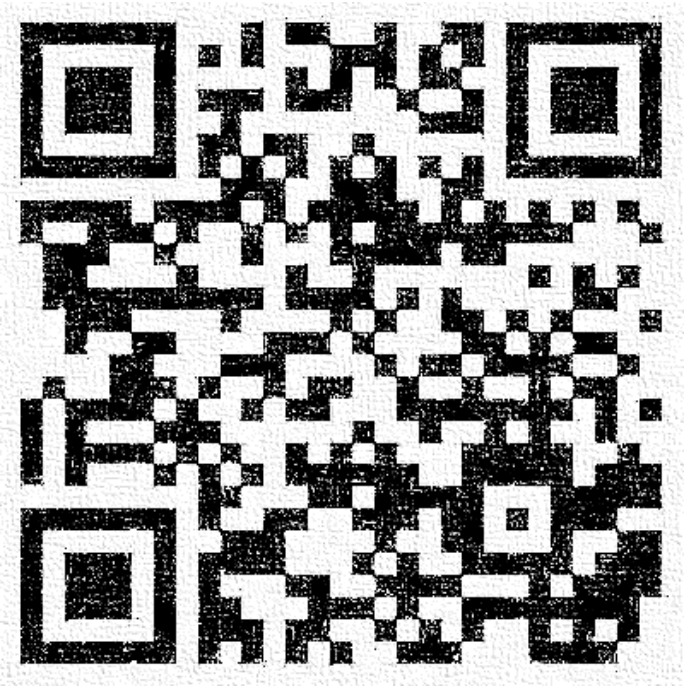
	Digital Platform work	Automatization	Hybrid work	AI-Worker Management	Intelligent digital systems
Tasks					
Processes / work organisation					
Social relations					
Working environment					


AI-driven Ministry
Augmented reality
Wearables
Immersion
Industry 4.0
Interaction design
Digitalisation
Exoskeleton
ChatGPT
Platform work
Transformation
Cobot
CUELA measurement system

Digital demand matrix – Matching digitalization with the human mind

Please enter!



https://www.arbeitsinspektion.gv.at/matrix

Scenario Digital Logistics Inc.

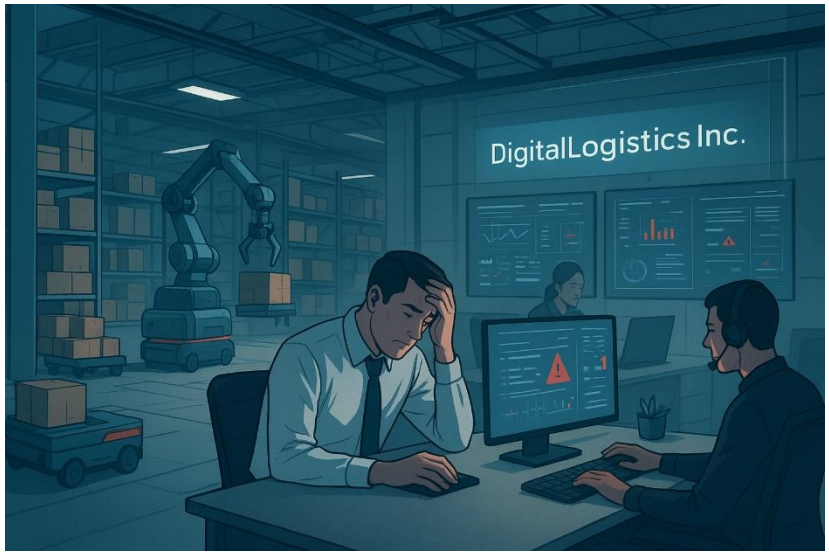


Image created by GPT 5

Digital Logistics Inc. represents a realistic mid-sized company that implemented aggressive digital transformation

- warehouse automation
- AI task management
- remote work and
- continuous performance monitoring

(standardization)

Processes/ Organisation

- Lack of transparency in algorithmic work planning
- Digital work intensification
- Precarious employment (pseudo-self-employment)
- Lack of job autonomy
- Low level of perceived organisational justice
- (Asymmetric) internal communication
- Harmful

- Non-availability of the automated system (incl. software errors)
- Digital tracking / monitoring option
- Time pressure due to automated targets
- Challenges due to restructuring (change processes)
- New responsibility issues (human/ software)
- Low level of perceived organisational

- Work intensification (incl. expansion of the job profile)
- Interruptions due to notifications or information
- Multitasking
- Digital tracking leads to monitoring options
- Time pressure (various sources)
- Role ambiguity
- Low level of perceived

- Lack of participation
- Digital tracking / monitoring option

What is it all about?

In a digitalised organisation, digital tracking can be used, within the legal framework, to monitor the performance of individual employees. For example, recording completed tasks per hour, keystrokes, actions performed, legally compliant use of cameras and GPS tracking, etc. A possible feeling of constant monitoring can lead to permanent stress reactions in employees. This can lead to various health risks and must be prevented in the interests of health protection. Chronic stress reactions have harmful physical and psychological effects.

Insufficient agreements on how to handle the collected data or a lack of transparency in the processes can cause chronic stress reactions and

- Lack of participation
- Digital tracking/ monitoring capabilities
- Stress caused by change processes
- New questions of responsibility (human/ software)
- Digital work intensification
- Reduced autonomy and control
- Job insecurity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Job category	Dangerous stressor	OSH-Measure(s) – Different target groups?	Deadline for implementation	Efficacy monitoring via …, in MM/YYYY
Order Fulfillment Specialists	Tracking of time between picking an item and completing the parcel leads to internal competition and stress reactions	Instead: Requirement to average a reasonable time-value, without tracking it. Different target groups: - Workers above 50 years old - Workers with limited domestic language skills - Trainees	February.2026	Quick anonymized pulse-survey to check if stress reactions due to tracking and internal competition declined / stayed the same / became more. Check for different target groups. In April.2026

perceived organisational justice

(Asymmetric) internal communication

Harmful incentive and rating systems

New responsibility issues (human/ software)

Low level of perceived organisational justice

Time pressure (various sources)

Role ambiguity

Low level of perceived organisational justice

Flexibilization of working hours

Blurring of boundaries between work and private life

Reduced autonomy and control

What is it all about?

Automated task allocation can reduce the autonomy and control of workers. AI-supported systems can generally restrict employees' freedom of choice.

Interruptions caused by push messages, for example, can play a role in automated task allocation and impair the perceived control.

A lack of control over work and the resulting lack of self-efficacy can also favour stress reactions. Reduced room for manoeuvre can be associated with health problems such as cardiovascular risks, depression or sleep disorders. Other effects include loss of motivation, reduced willingness to perform, less loyalty to the company, withdrawal, resignation and so-called gratification crises.

Design principles and proposed measures (examples)

- Traceability of processes

intensification

Reduced autonomy and control

Job insecurity

Alienation from work


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Job category	Dangerous stressor	OSH-Measure(s) – Different target groups?	Deadline for implementation	Efficacy monitoring via …, in MM/YYYY
Robotic Systems Technicians / Maintenance Specialists	Algorithmic task allocation leads to excessive workload and reduced room for manoeuvre (autonomy). This combination is associated with CVDs.	Enable Co-Determination, when scheduling the tasks. Train the system to only make reasonable suggestions and leave the actual decision, about how the tasks are scheduled, to the technician.	March.2026	Inspection of the workplace with an occupational psychologist, including an observational interview. In May.2026


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Feel free to use the matrix in your prompts

- Example:
  - Please imagine the following company: Employees = 150; Field: Warehouse of a big logistic company; Job categories are: Robotic Systems Technicians; Order fulfilment specialists; Executives; Software engineers; Human Resource specialists; Finance accountants; Quality auditors and Occupational health & safety specialists. Digital systems used: Warehouse automation, AI worker management, hybrid work and wearables. Please make suggestions for psychosocial risks and corresponding countermeasures using the matrix on this site: https://www.arbeitsinspektion.gv.at/matrix and create a table with the columns: “Job Category” “Psychosocial Risk”; “Risk Level” and “Countermeasures”.

Psychosocial Risk Assessment Matrix

Warehouse Logistics Company (150 Employees)

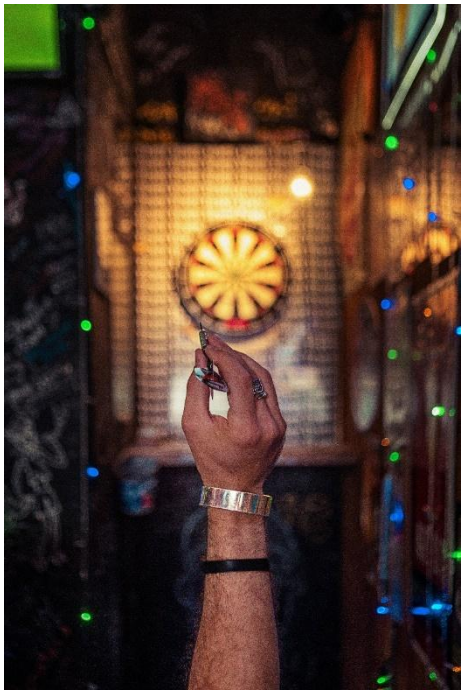
Job Category	Psychosocial Risk	Risk Level	Countermeasures
Order Fulfillment Specialists	Work intensification due to AI worker management algorithms allocating tasks and monitoring performance	HIGH	• Establish transparent task allocation criteria and communicate performance metrics clearly • Implement adequate break culture with buffer time in work schedules (include 20-30% for unplanned tasks) • Conduct regular feedback sessions to discuss workload and adjust targets • Ensure breaks are actually taken, not just theoretically

Executives	Pressure to make algorithmic decisions affecting employee futures without full understanding	MEDIUM-HIGH	• Require human review of all algorithmic recommendations before implementation • Ensure executive training on AI limitations and potential biases • Establish ethical review processes for significant decisions • Maintain accessible explanations of how systems work • Create diverse decision-making teams to catch biases • Document rationale for all major people decisions

All Staff	Lack of participation in design and implementation of digital systems	HIGH	• Establish participatory design processes for all new systems • Create employee advisory groups for technology decisions • Conduct pilot testing with representative staff before full implementation • Hold information sessions and Q&A forums about new systems • Collect feedback and suggestions throughout implementation • Communicate how employee input has influenced decisions

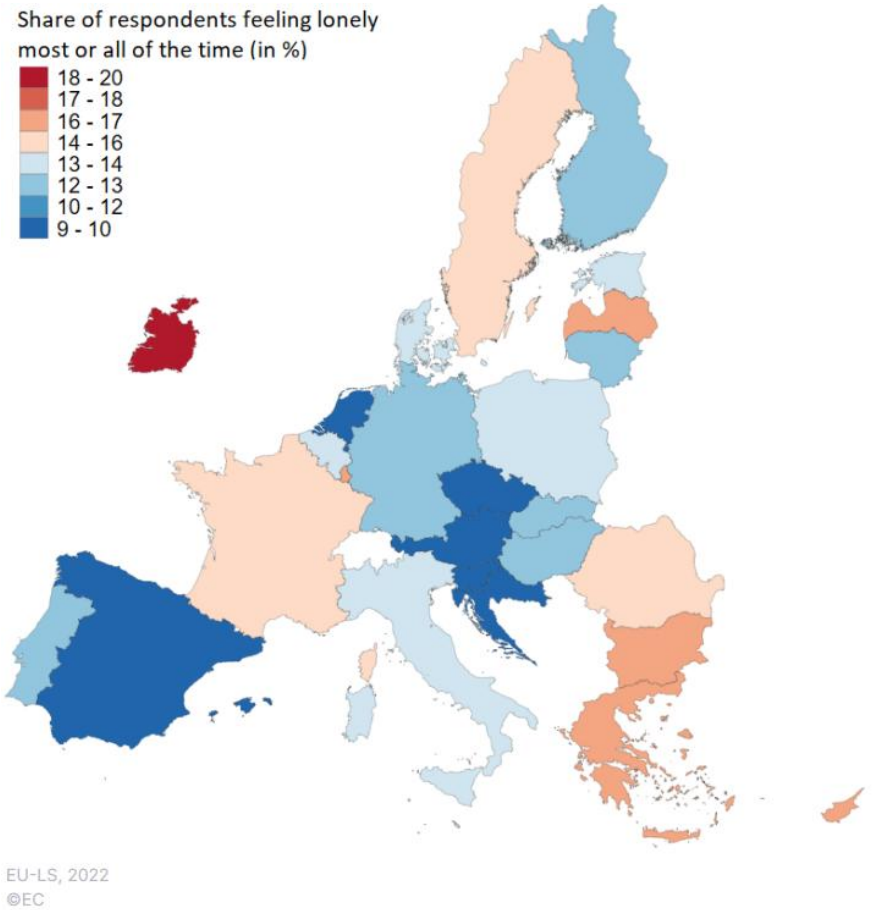
It‘s a tool to speed up OSH action in digitalized companies

- It doesn‘t replace psychometric tools for workplace analysis, it complements them.
- It is a necessity to make the stress factors tangible as fast as possible, with this tool we intend to speed up that process.
- When it gets tangible, it gets manageable.

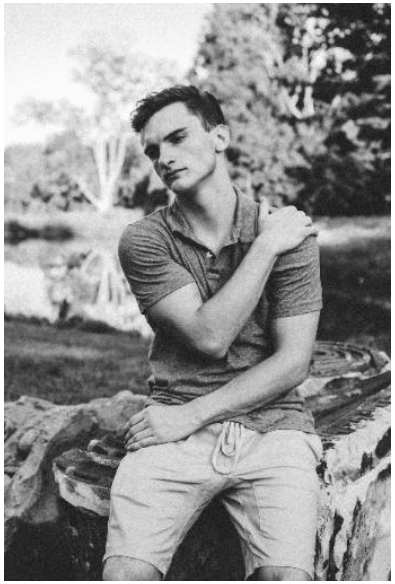


Spotlight: Pandemic of Loneliness

- Isolation is a measurable objective condition determined by the number of social contacts a person has, whereas loneliness is a **subjective experience**.
- Loneliness is associated with a higher risk of premature mortality than obesity and lack of exercise combined. (Wang, F. et al., 2023)



Social Isolation



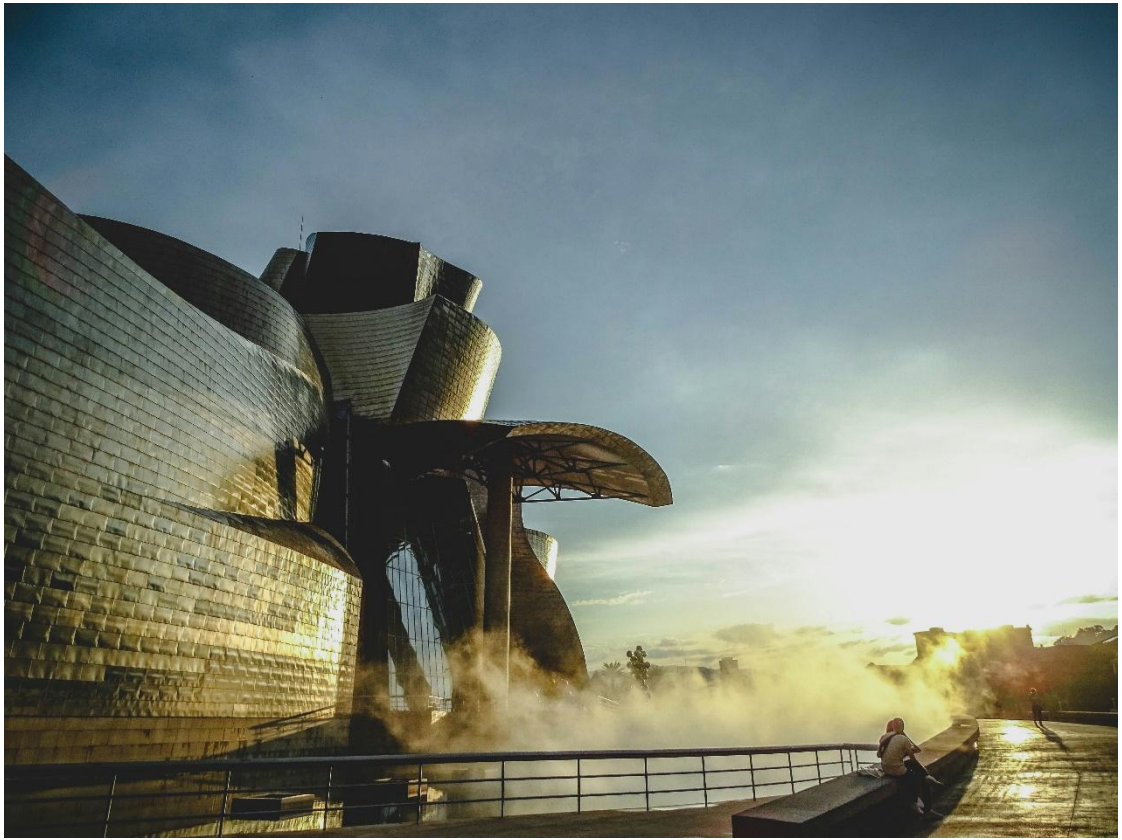
- Risk of isolation when working exclusively from home.
- More solitary workplaces are technically possible.
- If working hours become unbounded, it becomes difficult to maintain one's private social network (loss of resources).

Changes in human interaction

- Between management and staff, and among employees themselves.
- Efficient, automated task allocation reduces human interaction.
- Hybrid working allows for flexibility, but also changes communication requirements.
- (Positive) social interaction as an important motivational factor and resource.

What can we do?

- Real contact person for employees.
- Joint activities to build a healthy relational level.
- Also use virtual team meetings and social rooms.
- Meeting areas for real interaction to build relationships (especially platform work).
- Under certain conditions: use of social robotics.
- Other interventions to promote group cohesion.
- Avoid solitary workplaces where possible.



Let‘s get to it!

Enough of the talking, let‘s create some humane working conditions.

Thanks for your attention!

Feedback appreciated.

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