HUMAN RESOURCES BETWEEN GENERATING AND ASSUMING ORGANIZATIONAL RISKS

Ala COTELNIC
Academy of Economic Studies of Moldova, 2005, Republic of Moldova,
cotelnic.ala@ase.md
Constantin SCARLAT,
Academy of Economic Studies of Moldova, 2005, Republic of Moldova,
scarlat.constantin73@gmail.com

Abstract. *This study addresses the complex issue of human resource risks within organizations, highlighting the dual role of the human factor—both as a subject exposed to risks and as a source of such risks. Based on a systematic review of the literature, a conceptual model was developed that takes into account the interdependencies between human resource risks, employee behaviors, and organizational outcomes. The initial version of the model was empirically tested using a questionnaire administered to nine companies in Romania. The results revealed a number of limitations, particularly the predominantly linear nature of the relationships and the absence of feedback mechanisms. Consequently, an expanded systemic model was proposed, integrating the influences of the external context, analysis at multiple levels (micro, meso, macro), as well as both the negative and positive effects of human behavior. The improved model highlights the dynamic and recursive nature of risk processes by including feedback loops and moderating variables, such as organizational culture, human resource processes, digitalization, and leadership. By combining theoretical and empirical perspectives, the model provides an integrative framework for understanding and managing human resource-related risks. The research contributions consist in developing a systemic and integrated approach to organizational risks generated by the human factor.*
Keywords: *feedback loop; risk associated with human resources; risk generated by the human factor; risk on the human factor; systemic model.*
JEL Classification. M12; M50.

Introduction.

Every type of business involves risks; whether we are talking about nonprofit startups or large corporations, risk management remains an essential element for any organization. Human resources risk refers to the vulnerabilities arising from interactions among people within the organization. Human resources represent one of the most valuable assets of any organization, playing an essential role in achieving strategic objectives and ensuring a viable and profitable operation. Unlike other resources, it is not merely a factor of production but also a generator of ideas, innovation, and added value. A company's performance depends directly on how employee competencies, motivation, and engagement are managed. For human resources to operate at an optimal level of efficiency, they must possess the appropriate knowledge, necessary skills, and qualifications that meet the job requirements. At the same time, working conditions—both physical and organizational and psychological—play a decisive role in productivity and job satisfaction. A safe, fair, and motivating work environment contributes to increased individual and collective performance, reducing staff turnover and the risk of conflicts or errors. If one or more of these elements do not meet the necessary standards, human resources can become a significant source of risk for the organization. A lack of skills can lead to poor decisions or a decline in work quality, while inadequate working conditions can result in demotivation, absenteeism, or even counterproductive behavior. Such issues affect not only operational efficiency but also the company's image, relationships with partners, and, consequently, its profitability and competitiveness in the market.

At the same time, to comply with regulations and mitigate the impact of inappropriate employee behavior, those responsible for human resources management at the company level must act preventively and strategically. In this context, we must bear in mind that the field of human resources functions as an integrated and dynamic system in which all components are interconnected. An uncontrolled risk in one area can generate unexpected consequences in others. Therefore, effective human resource management must be a strategic priority for any organization, and investments in professional training, continuous development, and the improvement of working conditions must be viewed not merely as costs, but, above all, as essential prerequisites for risk reduction and the assurance of sustainable growth.

The purpose of this article is to analyze human resource-related risks within an organization, approached from a dual perspective: both as a source of risk and as a subject exposed to organizational risk, and to develop an integrated model that would reflect the dual role of human resources.

Research Methodology. The research is exploratory and explanatory in nature, structured in two main stages: the development of the conceptual model based on a review of the specialized literature, and the empirical testing of the initial model and the justification for its extension. Empirical data were collected through a structured questionnaire administered to employees and managers within the analyzed organizations. The study was conducted within nine companies in Romania, selected to reflect the diversity of the organizational environment. Data analysis was performed using descriptive methods and comparative analyses. The results obtained allowed for the evaluation of the relationships proposed in the initial model, the identification of its limitations, as well as the justification of the need for an extended model.

Results and Discussion:

Following an in-depth analysis of the specialized literature in the field under investigation, we identified conceptual and methodological gaps regarding risks associated with personnel. One of the main challenges is the lack of an integrated approach to this concept. Numerous studies address this topic in a one-sided manner, focusing on specific dimensions of human resource-related risks. Thus, some studies analyze the risks generated by the integration of new employees into the organization (Bucăța, Rizescu et al., 2022), highlighting vulnerabilities such as lack of experience, insufficient adaptation to organizational culture, or overly high expectations held by new employees. Other research focuses on risks specific to the digital work environment, analyzing the impact of using digital models, environments, and tools on employee safety, health, and performance (Popescu, Santa et al., 2020). Numerous studies address specific aspects of human resource risks, such as psychosocial risks (Moraru and Cioca 2010), absenteeism, presenteeism, musculoskeletal disorders, or difficult working conditions, as well as topics such as internal fraud, risks associated with key employees, or those related to expatriation. Such a narrow perspective leads to limited awareness among managers of the specific nature of these risks and their impact on the organization’s activities (Bombiak, 2017). However, developing an integrated view of human resource risks remains a challenge (Bencheikh and Dufour, 2019).

Therefore, we aim to move beyond the approach focused exclusively on psychosocial risks, which tends to dominate this field. Without diminishing their importance, it is essential to recognize the existence of a broader range of relevant issues. Thus, some research highlights the role of human resources risk management through strategies aimed at improving quality of life at work and increasing employee well-being (Ferrand and Minchela-Gergely, 2016; Haim and Bonnet, 2016).

Furthermore, the literature underscores the importance of organizational health and prevention policies, which involve a variety of stakeholders, ranging from specialists and social partners to decision-makers at the local and community levels. In this context, challenges that are often insufficiently understood or even ignored are also highlighted, especially in the context of organizational restructuring or the implementation of new tools, methods, and work environments.

Some studies highlight certain underestimated risks (Dufour, Moulin et al., 2015; Levine and Hoffman, 2000), particularly those related to human error or persistent managerial decisions in a direction known to be unfavorable, which can lead to staff demotivation and increased staff turnover. At the same time, losses are not always quantifiable. They may involve losses of emotional balance or social status (Cotelnic, 2023).

Ultimately, human resource risks can be integrated into a general risk management system. Some research also analyzes these risks from the perspective of failing to achieve organizational objectives. Thus, Malinowski (2025, p. 286) argues that personnel risk should be understood as the impact of measurable uncertainty on an entity’s ability to achieve its objectives, including in situations where there is a deviation from the implementation of planned activities. At the same time, Nevmerzhitskaya (2021) argues that human resource risks fall under the broader category of occupational risks, defined as the probability of events associated with the work process occurring, with negative consequences for the organization.

Although these approaches offer valuable insights, they address risks in a fragmented manner, failing to capture the interdependencies among different risk categories and the systemic role of human resources within the organization. In this context, the need for an integrated approach becomes evident, one capable of simultaneously capturing both the vulnerability dimension of human resources and their role as a generator of organizational risks.

Another issue, which we consider to stem from the one outlined above, concerns the terminology used, which is extensive, heterogeneous, and often fragmented. This terminological diversity can be explained both by differences in conceptual approaches regarding the nature and content of personnel risk and by the influence of translations from various languages, which do not always ensure rigorous semantic equivalence. Consequently, in the specialized literature, one may encounter multiple phrases, such as “personnel risk,” “labor force risk,” “staff-related risk,” etc., sometimes used interchangeably without a clear distinction.

Given the complex and multidimensional nature of these risks, we propose the use of the concept of "human resource risks (personnel risks)" as an umbrella term that integrates the various existing perspectives. Within this approach, we consider it appropriate to distinguish two major categories of risks:

1. *Personnel risks within the organization*. This term considers human resources as the subject of risk and encompasses all risks to which employees are exposed in the course of their professional activities. These are risks that directly affect the individual, as the subject of risk, and that may have consequences for their health, safety, performance, or well-being. These risks are determined by a variety of factors, both internal (working conditions, organizational climate, interpersonal relationships, organizational culture) and external (economic context, legal regulations, environmental risks, etc.). From this perspective, human resources are viewed as vulnerable, exposed to risks generated by the organizational environment or exogenous factors.

2. *Risks generated by the human factor for the organization (human resources as a source of risk)*. This category refers to risks generated by employees as a result of their behaviors, actions, decisions, or omissions. In this sense, we define human resources as a source of risk as a situation in which the human factor can trigger, amplify, or facilitate the emergence of risks that affect organizational processes, the achievement of objectives, or the integrity of the institution. These risks may be determined by the level of competence, motivation, professional ethics, degree of compliance with rules, or even psychosocial factors.

Although this classification may seem, at first glance, to be a formal one, in practice, the distinction between the two categories is often difficult, as there are situations in which a particular risk may be of a mixed or interdependent nature. Nevertheless, we believe that such a framework is essential for a correct and coherent analysis of personnel risks. Risk, in this context, must be understood as a dual concept: on the one hand, as a result of employees' actions or inactions, and on the other hand, as an effect of the organizational environment's influence on them.

Ignoring this duality can lead to analytical ambiguities, difficulties in assessing and prioritizing risks, as well as the adoption of inappropriate measures. Thus, risks generated by staff require interventions focused on prevention and correction, through skills development, behavioral improvement, and the strengthening of organizational culture. Conversely, the risks to which staff are exposed require the implementation of policies and practices related to occupational health and safety, organizational equity, and professional development.

In conclusion, we believe that this dual and integrative approach contributes to the promotion of a holistic approach to human resource management, in which employees are viewed simultaneously as both a potential source of risk and a valuable resource that must be protected, supported, and developed in a sustainable manner.

A thorough analysis of the scientific literature on the subject allowed us to develop a conceptual model from a dual perspective on personnel risk within the organization. (Figure 1.)

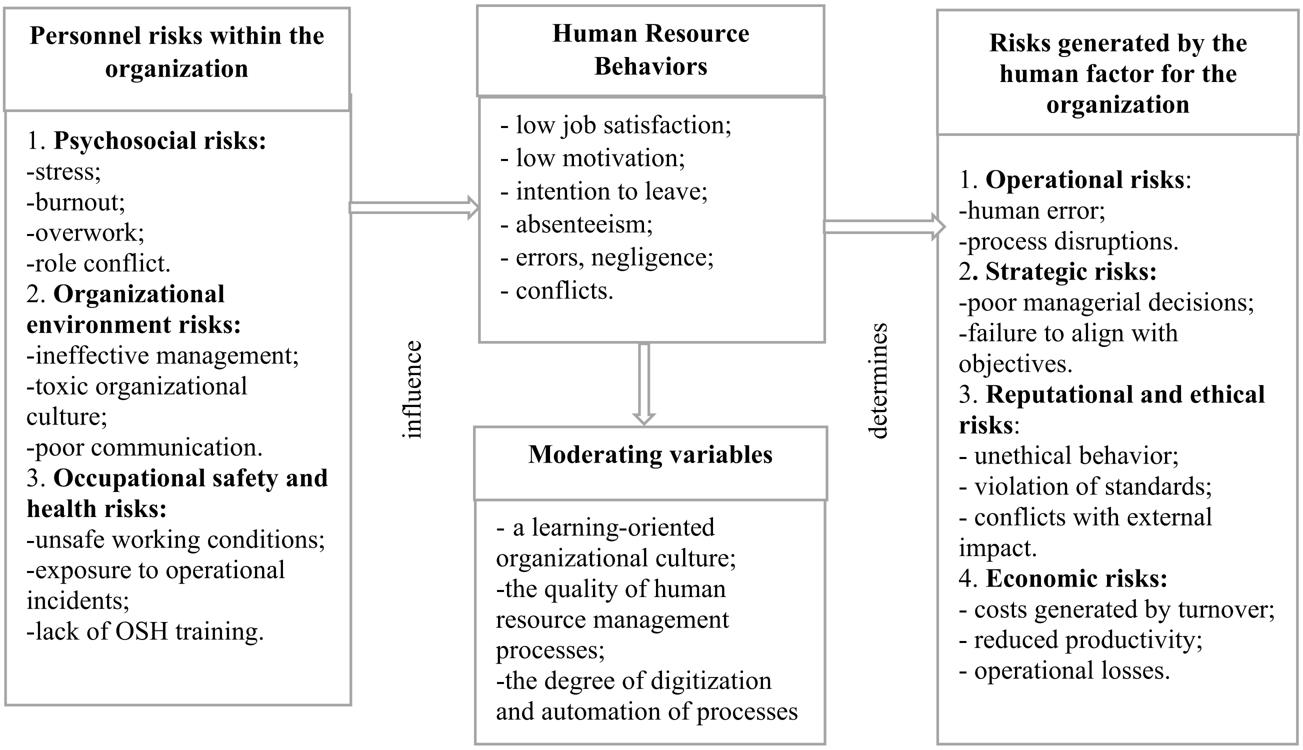

Figure 1. Systemic integrated model of human resource risks. Source: prepared by the authors

Thus, the conceptual model, developed based on our review of scientific and regulatory sources and presented in Figure 1, reflects the causal chain: the human factor within the organization, in the process of performing work tasks, is subject to certain organizational risks, which, when mitigated by human resource management practices and organizational culture, determine the state and behaviors of employees, leading to the generation of various organizational risks by the human factor.

The model is structured on three main levels:

The first level characterizes the determinants of *risks (inputs)*—the factors that generate pressures on human resources are identified and grouped into three categories, as shown in the figure. These factors constitute independent variables that exert a direct influence on employee behavior.

The second level reflects *human resource behaviors and is associated with a mediating mechanism*. The central area of the model highlights emerging organizational behaviors, which are considered mediating variables. These manifestations represent the mechanisms through which initial risks translate into organizational consequences, serving as behavioral expressions of systemic dysfunctions.

Level three reflects *organizational consequences (outputs*). On the right side, the effects on the organization are presented, structured across four dimensions. These represent the final outcomes of the causal chain, impacting the organization's performance and sustainability.

The model also integrates a set of moderating variables, which influence the intensity of the relationship between risk factors and behaviors, and between behaviors and consequences. These variables reflect the organization's ability to mitigate or amplify the effects of risks.

To test the conceptual model, a survey method was used, with the questionnaire serving as the data collection tool. This choice was driven by the need to obtain information directly from company employees and managers, as well as by the questionnaire's ability to capture respondents' opinions, perceptions, and experiences, thereby providing a solid foundation for interpreting the results. Furthermore, most empirical studies in management science employ quantitative methodology, and the most commonly used data collection method for gathering information is the questionnaire (Baruch and Holtom, 2008, p. 1139).

The questionnaire was administered to nine companies in Romania. Details regarding the sample structure, respondent characteristics, the construction of the research instrument, as well as the analysis of responses and related conclusions have already been presented in previous works (Cotelnic and Scarlat, 2025; Scarlat, 2025), which allows us to avoid repetition and focus this study on further conceptual developments.

However, in addition to what has been presented, we note that 715 respondents from the analyzed companies responded to the request to complete the questionnaire, representing 38.2% of their total workforce. The proportion of respondents relative to the total number of employees varies significantly across organizations, ranging from 21.6% at HIDRO PRAHOVA SA to 98% at APAZOL TRANS SRL. The differences in response rates observed among the surveyed companies can be explained by a number of organizational and contextual factors. First, the size of the organization directly influences the relative response rate: in small companies, even a small number of respondents can account for a high proportion, whereas in large organizations, achieving a similar level requires a considerably greater mobilization effort.

At the same time, in smaller organizations, interpersonal relationships tend to be closer, and communication is generally more direct and informal. This context can foster a higher level of trust and openness toward organizational initiatives, including participation in survey-based research. However, it is important to emphasize that this phenomenon is not universal and can be influenced by additional factors, such as organizational culture, leadership style, the level of trust in management, or employees' previous experiences with similar research processes. Therefore, the size of the organization can be considered a facilitating factor, but not the sole determinant of the participation rate. Second, the level of involvement of management and human resources departments, as well as employees' trust in the research process, directly influenced their willingness to participate. Furthermore, the method of distributing the questionnaire, the data collection period, and the specific nature of each company's operations had a significant impact on the response rate relative to the total number of employees. In this context, variations in the proportion of respondents reflect the actual characteristics of the organizational environments under investigation and do not constitute a major methodological limitation, provided that the data analysis accounts for these differences and the results are interpreted in a comparative and contextualized manner.

Thus, a key aspect we develop in this article concerns the concretization of the proposed conceptual model. The need for this further exploration arose from the process of integrating the empirical results obtained with the initial theoretical framework. The model proposed in Figure 1 provides a coherent conceptual framework for understanding human resource risks from a systemic perspective, highlighting the central role of employee behavior as a link between causes and effects. However, for practical application and empirical research, it is necessary to expand the model by including dynamic, individual, and operational dimensions. More specifically, the analysis of the collected data highlighted not only the validity of the proposed relationships between variables but also their complexity and dynamics, suggesting the existence of interdependence and feedback mechanisms that were not sufficiently captured in the model's initial form.

Furthermore, the model fails to distinguish between different levels of analysis, thus conflating the individual level (stress, burnout) with the organizational level (culture, management). It also lacks an external dimension, as the model is exclusively internally focused, ignoring factors such as the labor market, the economic context, and so on. An important aspect, the absence of which we felt in the initial model, is the focus solely on the negative effects of human behavior, which, in fact, are predominantly analyzed in empirical research.

In this context, we consider it necessary to refine and develop the model by:

• operationalizing its components by more clearly defining the variables and the relationships between them;

• integrating the circular dimension of relationships, empirically evidenced, whereby the generated risks recur and influence the initial factors;

• identifying the role of moderating variables in mitigating or amplifying the observed effects;

• integrating the external dimension, which contributes to increasing the model's realism;

• transforming the model into an applicable analytical tool, useful in both research and managerial practice.

We consider this stage to be very important because it led us to transform the model from a predominantly theoretical construct into a practical one, capable of both interpreting organizational phenomena and providing a basis for managerial interventions aimed at reducing human resource-related risks.

Thus, we developed the conceptual model we proposed in Figure 1, taking into account the limitations we identified through empirical research. The developed and refined version is presented in Figure 2.

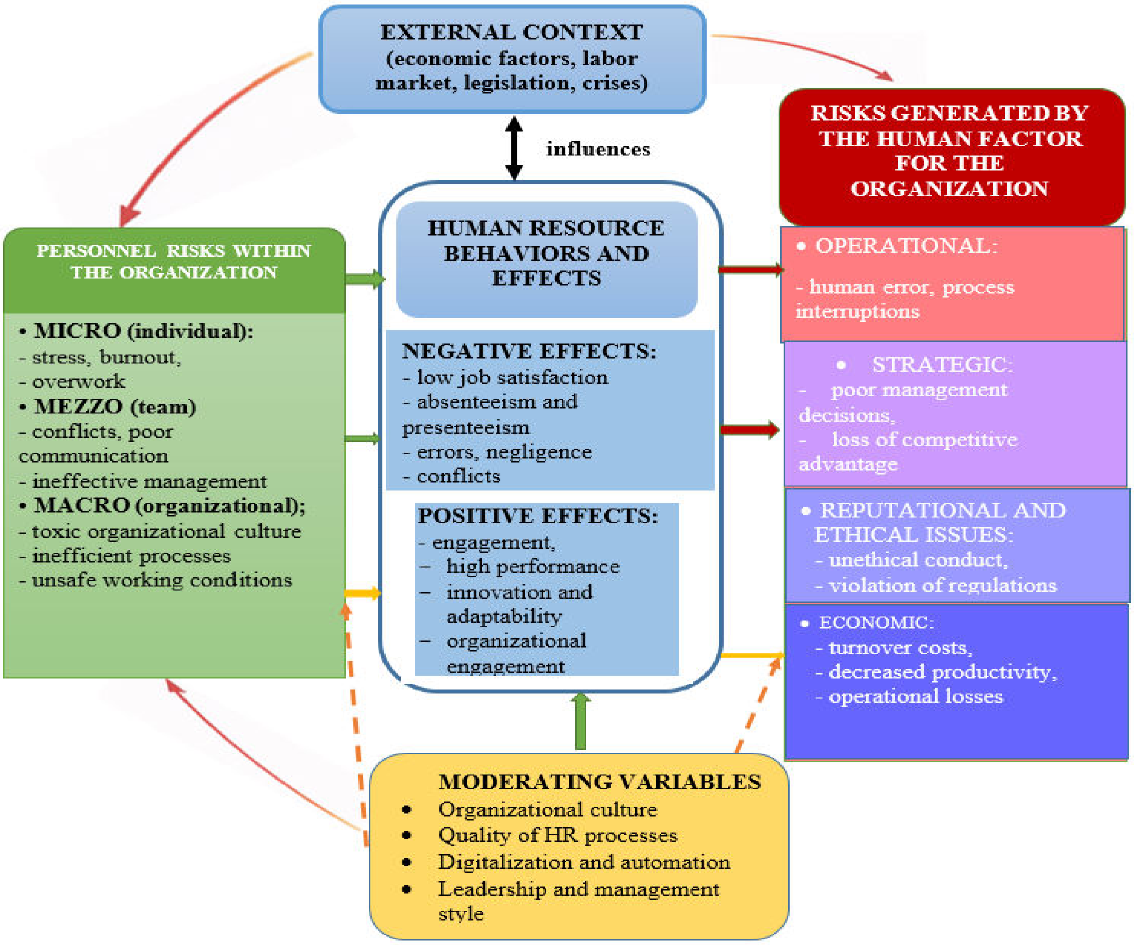

Figure 2. Integrated systemic model of human resource risks (extended version)
Source: prepared by the authors

The expanded version of the model represents a systemic and dynamic approach to human resource risks, highlighting the interdependencies between internal and external factors, employee behaviors, and organizational outcomes. We have illustrated this graphically using five blocks, each with a specific meaning, and several arrows. The model reflects circular and recursive relationships (e.g., poor performance can generate additional stress) rather than linear ones, as indicated in the initial model, with the feedback loop as its central element, highlighting the dynamic and repetitive nature of the system: organizational outcomes directly influence future risks and initial conditions. This approach is closer to organizational reality, characterized by multiple interdependencies and feedback-type dynamics.

At the same time, the model incorporates external environmental influences, such as economic factors, labor market dynamics, the legislative framework, or the emergence of external crises, which can generate or amplify organizational risks, even though personnel risks are primarily associated with threats originating from within the organization. These manifest when individual behaviors deviate from established norms, policies, and procedures, regardless of whether the deviation results from deliberate intent or from ignorance or disregard of safety rules (Greitzer, Kangas et al., 2010). However, we consider this integration to be justified by the fact that organizations operate in an open environment, constantly exposed to external pressures that can influence both internal processes and employee behavior. Therefore, integrating the external context into the model does not contradict the predominantly internal nature of human resource risks, but rather complements their analysis, highlighting the fact that external factors can act as triggers or amplifiers of internal vulnerabilities. This perspective reinforces the systemic nature of the model and allows for a more comprehensive understanding of the mechanisms through which human resource risks are generated and evolve within organizations.

Furthermore, the internal context is conceptualized through a set of organizational factors that can moderate or amplify existing risks. Among these, organizational culture, the quality of human resource management processes, and the level of digitization and automation play an essential role. These factors act as system-regulating mechanisms, influencing the intensity and direction of the relationships between variables.

A novel feature of the model is its differentiation across three levels of analysis, namely:

• the micro (individual) level, characterized by manifestations such as stress, burnout, or overwork;

• the mezzo (team) level, where conflicts, poor communication, and inefficient management are evident;

• the macro (organizational) level, which includes toxic organizational culture, inefficient processes, and unsafe working conditions.

This multi-level structure allows for a more nuanced understanding of risks and facilitates the identification of tailored interventions.

By including the "Human Resource Behaviors and Effects" module, the model proposes a balanced approach, integrating both negative effects (low satisfaction, absenteeism, errors, conflicts) and positive effects (commitment, high performance, innovation, organizational engagement). This dual perspective represents a significant contribution, as most existing approaches focus primarily on the negative aspects of risk, neglecting the positive potential of human resources.

The "Risks Generated for the Organization" section is structured into four main categories: operational, strategic, reputational, and ethical, as well as economic. This classification allows for a direct correlation between employee behaviors and organizational consequences, thereby facilitating the analysis and prioritization of managerial interventions.

The significance of the relationships between the model's constituent blocks is represented by arrows, which connect the model's components and are not merely graphical elements but serve a well-defined conceptual role: they differentiate types of relationships and directions of influence within the system, transforming the model from a simple causal chain into a dynamic system in which risks are generated, transmitted, and regenerated, human behavior represents the central node of transformation, and the organization functions as a system.

We will explain the significance of these relationships:

1. *The linear arrows* indicate a causal flow. We have thus defined them as relationships between risks to the human factor within the organization and the behaviors and effects of human resources, considering that there are direct cause-and-effect relationships between them, such that one variable directly determines or influences another variable. At the same time, the three arrows are not random and suggest that each level of risk (as we have grouped them: micro, mezzo, macro) influences human resource behaviors within the organization. In this way, we intended for the model to highlight the differentiated effects of the levels of analysis on employee behaviors.

We also find linear arrows between human resource behaviors and effects and the risks generated by the human factor, a fact that reflects the multiple impact that employee behaviors have on generating risks at the organizational level. Thus, a single category of behaviors simultaneously generates multiple types of organizational risks.

We also used linear arrows between the "Moderating Variables" and "Employee Behaviors" blocks. Here, we are not looking for a classic causal relationship, but rather an influence on how behaviors manifest (for example, a positive culture will reduce conflicts, etc.)

2. *The curved arrows* represent feedback loops, which are one of the most important components of the model. I have placed these lines between the external context and the risks to the human factor, emphasizing that the external context, through its various elements, influences the risks to human resources at the organizational level. At the same time, I have also highlighted this relationship between the external context and the risks generated by human resources for the organization, emphasizing that it is not only human resources themselves that influence risks, but also the external environment directly.

Another similar relationship, denoted by a curved line, exists between the moderating variables and human resource risks within the organization, indicating an indirect influence: internal variables can reduce or amplify the initial risks.

3. *Dotted lines* indicate moderating relationships. This does not directly influence the final variable, but rather modifies the intensity or direction of the relationship between two variables: between the moderating variables and human resource risks, the two dotted lines suggest two types of influence: reduction or amplification. Thus, the relationship is not singular but multidimensional.

Moderating variables—risks generated by human resources—characterize indirect moderation through processes and behaviors, and between the moderating variables and impact—the variables influence the system's final outcome.

4. *Two-way arrows* indicate a reciprocal influence between two components. Thus, they appear between external behavior and the external context. However, we consider this relationship to be indirect rather than direct.

Overall, these graphic elements allow for the simultaneous highlighting of direct causal relationships, feedback, and amplification, as well as systemic interdependencies, thus forming a circular, dynamic, and self-regulating model.

Conclusions:

An analysis of the specialized literature on human resource risks within organizations highlights their complex and multidimensional nature. The systematization of bibliographic sources has allowed us to outline the dual role of human resources in risk management: on the one hand, it is a subject of organizational risks, being exposed to various vulnerabilities (psychosocial, organizational, operational), and on the other hand, it constitutes a source of risk through individual and collective behaviors and decisions. Based on this perspective, a conceptual model was developed that captures the dual role of human resources, in which risks are not treated in isolation but as interconnected elements, and human behavior is positioned as a central mechanism transmitting organizational causes and effects.

Empirical testing of the model, conducted using a questionnaire administered to nine companies in Romania, revealed certain limitations of the initial version. In particular, the model suggested predominantly linear relationships, whereas organizational reality indicates the existence of circular and recursive relationships. Furthermore, the model did not explicitly incorporate feedback mechanisms, which are essential for understanding risk dynamics. These findings underscored the need to expand the initial model. Thus, the improved model incorporates the influence of the external context, which generates pressures on the organization and contributes to the emergence of risks at the human resource level. Risks are structured across three levels of analysis—micro (individual), mezzo (team), and macro (organizational)—reflecting the complexity and multilevel nature of the organizational environment.

Within the expanded model, the identified risks lead to certain behaviors and effects in human resources, which can have both negative implications (absenteeism, errors, conflicts) and positive implications (engagement, performance, innovation). This dual approach allows for a more balanced and realistic analysis, moving beyond traditional perspectives focused exclusively on dysfunctions.

Employee behaviors, in turn, generate risks for the organization, which we have grouped into four main categories: operational, strategic, reputational, and economic. These risks are reflected in the organizational impact, as measured by performance, competitiveness, and reputation. The model also includes a set of moderating variables—organizational culture, human resources processes, the level of digitalization, and leadership—that influence the intensity and direction of the relationships between the system's components.

A key element of the expanded version is the introduction of feedback mechanisms, which highlight the dynamic and adaptive nature of the model. Thus, organizational outcomes subsequently influence the initial risks, generating a continuous process of organizational adjustment and learning.

Through these elements, the proposed model offers a coherent and extensible conceptual framework capable of supporting both in-depth theoretical analyses and empirical and managerial applications in the field of human resource management and organizational risk.

At the same time, the model, through its components, enables the identification of direct links between employee behaviors and organizational risks by integrating behavioral indicators (absenteeism, turnover, errors) into risk management systems. It also highlights the value of leveraging human resources data to prevent operational and strategic risks, as well as the need to develop early warning mechanisms capable of signaling the emergence of dysfunctions before they generate significant effects at the organizational level.

Furthermore, the model highlights the importance of learning from results, which underscores the need for periodic evaluation of both performance and the risks associated with human resources. In this context, adjusting human resources policies based on results becomes essential. There is a growing need to develop a system of continuous organizational learning that enables rapid adaptation to internal and external changes and contributes to increasing organizational resilience.

Bibliography:

1. BARUCH, Y., HOLTOM B.C. (2008). Survey Response Rate Levels and Trends in Organizational Research. Human Relations 61(8), pp.1139-1160, DOI: 10.1177/0018726708094863
2. BENCHEIKH, A., DUFOUR, N. (2019). Comprendre les risques ressources humaines. Véritable enjeu et création de valeur pour l'entreprise, 2e édition Edition GERESCO, 2019, ISBN; 978-2-37890-973-4, 323 pag.
3. BOMBIAK, E. (2017). Human resources risk as an aspect of human resources management in turbulent environments, pp. 121-132, available https://www.researchgate.net/publication/320685465_HUMAN_RESOURCES_RISK_AS_AN_ASPECT_OF_HUMAN_RESOURCES_MANAGEMENT_IN_TURBULENT_ENVIRONMENTS (accesat 30.03.2026)
4. BUCĂȚA, G., RIZESCU, A-M., HERMAN, R-E. (2022). The risk of personnel management. International Conference KNOWLEDGE-BASED ORGANIZATION Vol. XXVIII No 1 2022. DOI: 10.2478/kbo-2022-0026, pp.169-179
5. COTELNIC, A. Risk management in the university environment. In: Ecoforum Journal; Vol 12, No 2 (2023), available http://www.ecoforumjournal.ro/index.php/eco/article/view/1732
6. COTELNIC, A., SCARLAT, C. Personnel as a source of organizational risk: an analysis of internal vulnerabilities generated by employees' behaviors and attitudes. Economia contemporană., România. Volumul 10, Nr. 3/2025, pp.79-91, ISSN 2537 – 4222, ISSN-L 2537 - 4222 , pp.79-91, http://www.revec.ro/images/images_site/articole/article_567fff61fb27b70f37d0e6701cb46bc2.pdf
7. DUFOUR N., MOULIN M.P., TENEAU G.(2015). L'erreur humaine: Modèles et représentations. Editions L'Harmattan, ISBN-13: 978-2343047133, 360 pag.

8. FERRAND S., MINCHELA-GERGELY N. Prévention des RPS avec la PNL (risques psychosociaux et programmation neuro-linguistique)- Une combinaison gagnante au service de la qualité de vie au travail (QVT) (Français) Edition GERESO, Le Mans, 2016, ISBN: 978-2-35953-414-6, 208 pag.
9. GREITZER, F.L., KANGAS, L.J., NOONAN, C., DALTON, A. (2010). Identifying at-risk employees: A behavioral model for predicting potential insider threats, DOI: 10.2172/1000159 (accessed 22.07. 2025).
10. HAIM P., BONNET D.(2016). Contours et contournements du risque psychosocial . Institut Psychanalyse & Management. ISBN: 978-2-9547820-3-4.
11. LEVINE, M., HOFFMAN, D.,2000. Enriching the universe of operational risk data getting started on risk profiling / Operational Risk // London, Infroma Business Publishing.
12. MALINOWSKI, J. (2025). Identification and assessment of personnel risk in SME – theoretical and research perspective. Optimum. Economic Studies nr.2 (120), DOI: 10.15290/oes.2025.02.120.14, pag.286. available https://repozytorium.uwb.edu.pl/jspui/bitstream/11320/18353/1/Optimum_2_2025_J_Malinowski_Identification_and_Assessment_of_Personnel_Risk_in_SME.pdf (accessed 05.10.2026)
13. MORARU R.I., CIOCA, L-I. (2010). Managementul riscurilor profesionale psihosociale Editura Universității" Lucian Blaga", Sibiu
14. NEVMERZHITSKAYA, O. (2021). Integrated HR Risk Management System. SHS Web of Conferences 110, 02002 (2021), International Conference on Economics, Management and Technologies 2021 (ICEMT 2021) https://doi.org/10.1051/shsconf/202111002002
15. POPESCU, S., SANTA, R., TELEABA, F., ILESAN H. (2020). A structured framework for identifying risks sources related to human resources in a 4.0 working environment perspective. Human Systems Management 39 (2020) 511–527. DOI 10.3233/HSM-201034, pp.511-527.
16. SCARLAT, C. Tipuri de riscuri la care sunt expuși angajații în cadrul organizațiilor moderne. Revista Vector european. 2025. Nr.2, pag. 141-148, ISSN 2345-1106, https://doi.org/10.52507/2345-1106.2025-2.22, available: https://usem.md/uploads/files/Activitate_Științifică_USEM/Vector/Vector_European_2025_2.pdf , pp.141-148.