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A Systematic Review of the Factors Determining Workaholism: The Role of an Organisation

The results of the studies that examine the link between organizational aspects and employees' workaholism are scattered and far from consistent. Therefore, the principal purpose of the current paper is to systematically review the scientific literature on the relationship between organizational factors and employees' workaholism.

Keywords: workaholism, work addiction, organization, antecedents.

Tyrimų, kuriais siekiama nustatyti ryšį tarp organizacinių aspektų ir darbuotojų darboholizmo, rezultatai yra nevienareikšmiški ir nenuoseklūs. Pagrindinis šio straipsnio tikslas yra sistematiškai peržiūrėti mokslinę literatūrą apie organizacinių veiksnių ir darbuotojų patiriamo darboholizmo sąsają.

Raktiniai žodžiai: darboholizmas, priklausomybė nuo darbo, organizacija, veiksniai.

Introduction

The today's world is marked with a number of challenges to meet. With each passing day it becomes more and more difficult for an individual to survive and overcome these competitive challenges, especially the ones arising in the working domain (Tahir, Aziz, 2019). To remain competitive, employees more often have to work additional hours extending beyond their traditional work schedule. A 40-hour working week is the norm in Europe, still, it has become common practice for some employees to work 60 hours or more per week (Aziz et al., 2010). Consequences of such practices lead to overwork, which has a detrimental effect on employees' health.

The authors (Tziner, Tanami, 2013) argue that employees usually demonstrate a wide variety of working patterns, some of them being undoubtedly advantageous. However, some working patterns could be harmful to both the employee and the organization. In most organizational practises there are such employees who seem to display unusually intense or obsessive behaviors when it comes to performing their tasks. Scholars (Spence, Robbins, 1992) have characterized these (over) dedicated employees as workaholics. The term "workaholism" was coined almost fifty years ago (Oates, 1971). Originally,

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"workaholism" was a take on working too hard in an alcoholic-like manner and was intended to connote all the problems that addiction brought (Oates, 1968). Currently, it has become an increasingly prevalent term in scientific literature and the popular press defining the employees who are captivated by work (Aziz et al., 2010).

For a long time, the human resource has been considered a key resource in organisations. The improvement of human resources enables all other resources to be used more efficiently. Therefore, increasing the efficiency of employees has become a key organizational issue (Parveen, Nisa, Hassan, 2018). Keeping in mind the fact that organizations often appreciate hardworking employees (Brieger et al., 2020), the authors (Caesens, Stinglhamber, Luypaert, 2014; Erden, Toplu, Yashoglu, 2013) suggested that organizational factors (such as aspects of work itself, the organizational environment, as well as interpersonal communication) play a role in the development and maintenance of workaholism behaviours. However, the data of the previous research are still scattered and far from consistent. For example, some researchers see competition at the workplace as positive because competition can increase motivation and focuses attention on the task, which results in higher performance (Fletcher, Major, Davis, 2008). Whereas others see competition as possibly harmful and unhealthy because it leads to negative behaviours such as undermining others or exploiting oneself (Kohn, 1992). In competitive climates, employees may perform at high levels but still fail in terms of organizational rewards (i.e., salary). This perception of possible losses while investing much time and effort can lead to the feelings of uncertainty and stress. As a result, the employees working in the competitive environment may invest greater efforts to become superior to their colleagues and start feeling discomfort and guilt when not working (Keller et al., 2016). The genesis of workaholism can also be influenced by the perceived job demands (e.g., workload). However, the results of such relationships are also contradictory. Some researchers (Choi, 2013; Molino, Bakker, Ghislieri, 2016). have discovered that the perception of work overload is positively associated with workaholism. However, although from an external point of view a workaholic behaviour might just be seen as hard-working when trying to cope with the heavy workload, the excessive amount of time and energy dedicated to work are not justified merely by the need for money or organizational demands but are also motivated by something workaholics feel inside (a compulsion towards work) (Di Stefano, Gaudiino, 2018). Consequently, other authors (e.g., M. Machlowitz (1980)) propose that it is not actually workload that prompts employees to become workaholics.

As the majority of research has focused on describing, rather than explaining workaholism, antecedents are probably the least understood aspect of it. Conflicting opinions, observations and conclusions about the key organizational aspects inducing workaholism present a convincing case for channelling more effort into analysing this particular theme. If we could identify the organization-related factors strengthening workaholism among the employees on the one hand, and to clarify the factors that have opposite effects on the other hand, we could begin conscious management of these

factors. However, while research interest in workaholism has mushroomed during the last twenty years, the greatest part of literature remains dispersed between multiple disciplines and is poorly integrated. Conclusions about workplace aspects predicting workaholism are difficult to draw, as the existing reviews (Andreassen, 2014; Andreassen, Pallesen, 2016; Aziz, Moyer, 2018; Clark et al., 2016; Liang, Chu, 2009; Ng, Sorensen, Feldman, 2007) did not generate a comprehensive discussion around this particular theme.

Therefore, **the object** of our study is the phenomenon of employees' workaholism.

The aim is to systematically review the scientific literature on the relationship between organizational factors and employees' workaholism.

The research methods. The purpose of the current study was achieved by performing a systematic search of scientific literature. To begin, computer-based literature searches were conducted. The relevance of the studies was determined by screening the titles, abstracts and full texts. We concluded our study with the analysis and a comprehensive discussion of the findings.

Materials and methods

Search strategy

Computer-based literature searches were conducted through September 2020. The following databases were searched for relevant studies: ScienceDirect, SocINDEX with Full Text, Business Source Complete, Academic Search Complete and Emerald Insight. The process of a systematic retrieval and analysis of relevant literature followed the approach based on the guidelines of the preferred reporting items for systematic reviews and meta-analyses (PRISMA) statement (Moher et al., 2009). The key terms used in a literature search (with their synonyms and closely related words) were the following: "workaholism" and "organization". Our search algorithm was [("Workahol*" OR "work addict*" OR "addict* to work" OR "heavy work investment" OR "work craving" OR "excessive work") AND ("organization*" OR "workplace*")]. The search terms were applied to all databases (modified to meet the requirements of each database due to different field restrictions). All articles published prior to September 2020 were eligible for inclusion. Only peer-reviewed full-text articles were analysed. We excluded book chapters, newspapers, magazines and letters to the editor. Studies published in languages other than English have not been included.

Study selection

First of all, the titles of the papers were revised seeking to evaluate their appropriateness for the present review. Then, to establish whether the articles satisfied the criteria set, their abstracts were revised. Based on the title and abstract review of all articles, we rejected any articles that were not relevant or did not meet the study criteria. Finally, full texts of the papers were evaluated to ascertain to what extent the information contained therein could be useful in achieving the primary objective of the present review. The data were carefully evaluated and extracted from all the eligible publications. Information was collected such as the names of the authors, publication year, the country where

Study selection

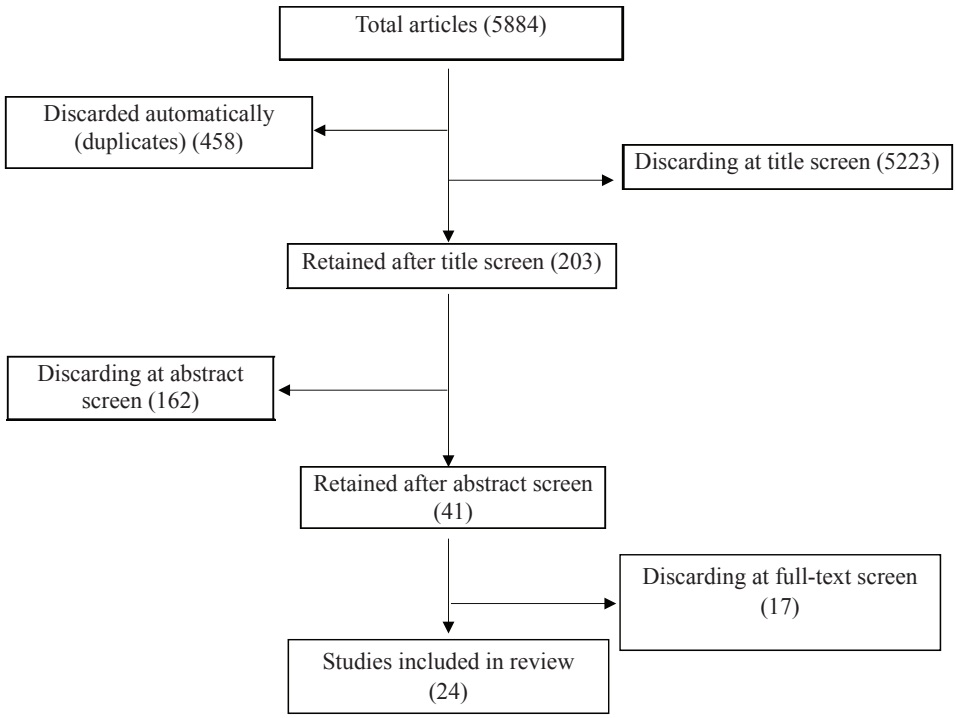


Fig. 1. **Selection strategy of the studies**

the study was performed, the background (cross-sectional or longitudinal design), the information about assessment tools, measured antecedent variables, and significant organizational variables (see Table 1). Figure 1 shows a flowchart of the literature search. The search generated 5884 citations (300 studies on Business Source Complete, 350 studies on Academic Search Complete, 55 studies on SocINDEX with Full Text, 4117 studies on Emerald Insight, and 1062 studies on ScienceDirect). Of these, 5843 studies were excluded on the basis of the title and abstracts. The remaining 41 articles were checked for eligibility on the basis of full texts. By screening the titles, abstracts and full-texts, 5860 studies were excluded.

Inclusion and exclusion criteria were selected to provide a comprehensive, unbiased representation of the literature to maximize reproducibility. Studies that met the following criteria were considered eligible: research was quantitative; the focus was on the role of organizational factors in predicting employees' workaholism. Studies that failed to meet the inclusion criteria were excluded on account of the following reasons: research was qualitative; the purpose was a narrative review, a systematic review or meta-analysis; the purpose was

to psychometrically test the scales; studies not investigating the role of organizational factors in predicting workaholism. Studies that examined the relationship between various types and profiles of workaholics and a particular antecedent variable were also excluded, as these workaholic types were derived from different combinations of scores on multiple scales and varied widely throughout the studies. Furthermore, most of the authors queried the use of work enjoyment when defining workaholism (Aziz, Moyer, 2018). Thus, although the aspect of work enjoyment has been widely used in defining workaholism, empirical evidence started to accumulate on a more negative side of excessive work investment (Schaufeli, Shimazu, Taris, 2009). Thus, we do not analyse those results of the studies that present the relationship between organizational variables and work enjoyment. We also excluded some articles providing the results of the same study in different papers. In such cases, the results presented in only one paper were included.

Following the idea that workaholics are encouraged to work because of the internal compulsion to work that is mainly driven by non-demographic factors (Clark et al., 2016), we do not anticipate any relationship between workaholism and demographic characteristics further in this study.

Results

Characteristics of included studies

A systematic review included a total of 24 studies (see Table 1). Most of the studies (17%) were conducted in Holland, 13% in Italy, Germany, Lithuania, and the USA (8% each). The majority of the remaining studies were carried out in different European countries. All of the studies were based on cross-sectional data. The majority of authors (58%) used the Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009; Schaufeli, Taris, Bakker, 2008; Schaufeli et al., 2009; Schaufeli, Taris, Bakker, 2006; Schaufeli, Bakker, 2004) and 25% used the Workaholism Battery (Spence, Robbins, 1992) for the assessment of workaholism. Various other instruments were used in the remaining papers. The largest number of studies were conducted in 2016, 2018, and 2020 (17% in each year).

The results of antecedent variables

As illustrated by the results, workaholism is related to a diverse range of organizational factors (e.g., organizational culture and climate, the behaviour of a manager, different aspects of job-related demands and resources). A great number of variables can be attributed to the thematic section of psychosocial organizational aspects (e.g., organizational values, support provided by a leader or co-workers, job autonomy, community at work, interpersonal conflicts, etc.). As has been observed, the phenomenon of social support at the workplace was a commonly measured factor in predicting workaholism throughout the studies.

The majority of authors (25% of all studies) regarded support provided by a manager as the most important factor that could protect employees from workaholism. Also, some other organizational variables were found which had been considered in more than one study (e.g., the variable of workload (17% of all studies), the general construct of psychological

Table 1. **Studies examining the role of organizational factors in predicting workaholism**

Author(s)	Country	Instrument used for the assessment of workaholism	Measured antecedent variables	Significant antecedent variables
R. J. Burke (2001)	USA	Workaholism Battery (Spence, Robbins, 1992)	Organizational values supporting work-personal life imbalance.	Organizational values supporting work-personal life imbalance (+).
R. J. Burke (2002)	USA	Workaholism Battery (Spence, Robbins, 1992)	Organizational culture (innovation and risk taking, attention to detail, orientation towards outcomes and results, aggressiveness and competitiveness, supportiveness, emphasis on growth and rewards, a collaborative or team-orientation, decisiveness).	Innovation and risk taking (+), supportiveness (+), a collaborative or team-orientation (+), orientation towards outcomes and results (+).
L. Johnston (2005)	New Zealand	Workaholism Battery-Revised (McMillan et al., 1992)	Organizational climate (work pressure, involvement, supervisor support, co-worker cohesion).	Work pressure (+).
J. A. Russo, L. E. Waters (2006)	Australia	Workaholism Battery (Spence, Robbins, 1992)	Supervisor support.	No significant relationships were found.
W. B. Schaufeli, T. W. Taris, W. Van Rhenen (2008)	Holland	Work Addiction Risk Test (Robinson, 1999), Workaholism Battery (Spence, Robbins, 1992)	The general construct of job demands, job control, co-worker support, supervisor support.	Job demands (+), job control (+), supervisor support (-).
W. B. Schaufeli et al. (2009)	Holland	Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009)	Job demands (mental demands, organizational demands, emotional demands).	Mental demands (+), organizational demands (+), emotional demands (+).
Y. Choi (2013)	Republic of Korea	Workaholism Battery (Spence, Robbins, 1992)	Job demands (workload, emotional demands).	Workload (+), emotional demands (+).
N. S. Erden, D. Toplu, M. M. Yashoglu (2013)	Turkey	Dutch Work Addiction scale (Schaufeli, Bakker, 2004)	The general construct of job demands.	Job demands (+).

The continuation of Table 1

Author(s)	Country	Instrument used for the assessment of workaholism	Measured antecedent variables	Significant antecedent variables
G. Caesens, F. Stinglhamber, G. Luypaert (2014)	France	Dutch Work Addiction Scale (Schaufeli, Taris, Bakker, 2006)	Social support at work (perceived organizational support, perceived supervisor support, perceived co-worker support).	Perceived organizational support (-), perceived supervisor support (-), perceived co-worker support (-).
G. Mazzetti, W. B. Schaufeli, D. Guglielmi (2014)	Holland	Dutch Work Addiction Scale (Schaufeli et al., 2009)	Overwork climate at the workplace.	Overwork climate at the workplace (+).
A. C. Keller et al. (2016)	Germany	Dutch Work Addiction Scale (Schaufeli, Taris, Bakker, 2008)	Competitive psychological climate at work.	Competitive psychological climate at work (+).
M. Molino, A. B. Bakker, C. Ghislieri (2016)	Italy	Bergen Work Addiction Scale (Andreassen et al., 2012)	Job demands (workload, cognitive demands, emotional demands, customer-related social stressors), job resources (opportunities for professional development, job security).	Workload (+), cognitive demands (+), emotional demands (+), customer-related social stressors (+).
W. B. Schaufeli (2016)	Holland	Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009)	Overwork climate at the workplace, growth climate at the workplace.	Overwork climate (+).
D. Spurk, A. Hirschi, S. Kauffeld (2016)	Germany	Dutch Work Addiction Scale (Schaufeli, Taris, Bakker, 2008)	Organizational support.	Organizational support (-).
M. Morkevičiūtė, A. Endriulaitienė (2017)	Lithuania	Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009)	Ethical leadership style of the manager.	Ethical leadership style of the manager (-).
O. Shkoler, E. Rabenu, A. Tziner (2017)	Israel	Workaholism Battery-Revised (McMillan et al., 2002)	Job autonomy.	No significant relationships were found.
C. Balducci, L. Avanzi, F. Fraccaroli (2018)	Italy	Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009)	The general construct of job demands.	Job demands (+).
D. Girardi (2018)	Italy	Dutch Work Addiction Scale (Schaufeli, Taris, Bakker, 2008)	Workload.	Workload (+).
D. Malinowska, A. Tokarz, A. Wardzichowska (2018)	Poland	Workaholism Battery (Spence, Robbins, 1992)	Job autonomy.	Job autonomy (-).

The continuation of Table 1

Author(s)	Country	Instrument used for the assessment of workaholism	Measured antecedent variables	Significant antecedent variables
S. Torp, L. Lysfjord, H. H. Midje (2018)	Norway	Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009)	Job demands (dysfunctional support, interpersonal conflicts, role conflict, role overload), job resources (job autonomy, social support from supervisors, cohesion in work teams, social community at work, inclusiveness and social responsibility, goal clarity, research and teaching, trust in unit management, trust in the next administrative level).	Dysfunctional support (+), interpersonal conflicts (+), role conflict (+), role overload (+), job autonomy (-), social support from supervisors (-), cohesion in work teams (-), social community at work (-), inclusiveness and social responsibility (-), goal clarity (-), research and teaching (-), trust in unit management (-), trust in the next administrative level (-).
Y. An et al. (2020)	China	Dutch Work Addiction Scale (Schaufeli et al., 2009)	Job demands (workload, job insecurity).	Workload (+), job insecurity (+).
S. A. Brieger et al. (2020)	Switzerland	Bergen Work Addiction Scale (Andreassen et al., 2012)	Corporate social responsibility.	Corporate social responsibility (-).
A. Endriulaitienė, M. Morkevičiūtė (2020)	Lithuania	Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009)	Transformational leadership style of the manager (articulating a vision, providing an appropriate model, high performance expectations, fostering the acceptance of group goals, intellectual stimulation and individualized support).	High performance expectations (+), individualized support (-).
G. J. Engelbrecht, L. T. de Beer, W. B. Schaufeli (2020)	South African	Dutch Work Addiction Scale (Schaufeli, Shimazu, Taris, 2009)	Work intensity.	Work intensity (+).

Note: + denotes a positive correlation; - denotes a negative correlation.

demands at work together with its specific type (emotional demands) (13% each), overall organizational support, as well as the phenomenon of job autonomy (13% each), the support provided by co-workers, job (in)security, organizational

competitiveness, an overwork climate, social responsibility, as well as another specific type of job demands that is called a cognitive demand (8% each).

The majority of authors (92%) discovered at least one significant link between the antecedent variable and workaholism. The variable of workload received the greatest empirical substantiation (significant effects were confirmed in four (17%) studies). However, not all the links expected to be significant were actually confirmed. Two studies reported no significant links at all.

When assessing trends in the relationships between significant variables, certain similarities were revealed in the studies. For instance, no contradictory results related to the role of such variables as workload, the general construct of job demands (as well as its two specific types that are called emotional and cognitive demands), an overwork climate, and an organizational social responsibility were obtained. However, there is also some conflicting information concerning the impact that organizational factors have on workaholism. The degree of ambiguity is associated with the effect exerted by overall organizational support (as well as the support provided by a leader and co-workers), a competitive organizational climate, job (in)security and job autonomy, since studies that examined the above-mentioned variables reported controversial or insignificant results.

Discussion

Over the past decades, the phenomenon of workaholism has received increasing attention from researchers. In line with this, the question of whether workaholism may be provoked by such external factors as work domain characteristics emerged (Molino, Cortese, Ghislieri, 2019). However, the results of the studies aimed at examining the relationship between organizational aspects and employees' workaholism are still scattered and far from consistent. Therefore, the present study provides a quantitative summary of organizational predictors of workaholism derived from a systematic search for scientific literature.

The results of the 24 studies in this review show that workaholism is influenced by a wide variety of organizational factors. The overall construct of job demands (as well as two specific types thereof that are referred to as emotional and cognitive demands) and a separate variable of workload (that can also be attributed to the group of job demands) received the greatest empirical substantiation. Job demands were confirmed as the most important organizational factor predicting the increased levels of workaholism. These data are in line with the results of the previous studies (Choi, 2013; Molino, Bakker, Ghislieri, 2016). Given that the most obvious feature of workaholism is working excessively, first of all, workaholics have to assume or believe that they have a substantial amount of work to do before they overinvest in working. Workaholic employees comply with their inner compulsion to work in order to prevent the onset of tension, restlessness and feelings of guilt over not working, and the demands they have to cope with at the workplace create even more favourable conditions for this dysfunctional coping strategy to be employed (Schaufeli, Taris, Van Rhenen, 2008). Thus, as compared to

the individuals who perceive a moderate level of job demands, those who perceive high job demands (higher than the actual job demands) run a greater risk of developing workaholism (An et al., 2020).

Some conflicting information concerning the impact that organizational factors have on workaholism was also found. For instance, the phenomenon of social support at a workplace was a commonly measured factor in predicting workaholism throughout the studies. However, although the authors expected social support provided by a manager and co-workers (and overall organizational support) to be the factor decreasing employees' workaholism, all of them reported controversial results. According to the authors (Beehr, Bowling, Bennett, 2010; Caesens, Stinglhamber, Luypaert, 2014), there is a possibility that work-related social support might have a dark side in certain cases. For example, focusing on what is wrong with one's own work during potentially supportive interaction, may make people feel worse than they did before that interaction. If this occurs, a person's investments in his work tasks might become even larger as compared to what they would have been without him being in contact with potentially supportive others. Moreover, some employees might not want to receive support from others at work (Beehr, Bowling, Bennett, 2010). Given the fact that workaholics experience difficulties in delegating tasks to others (Burke, Davis, Flett, 2008), undesirable help might be characteristic of such employees. These assumptions of the previous authors can be used to explain the results of the present review: the positive influence of a perceived social support on workaholism could fade under specific circumstances or on specific individuals. Hence, due to varied research results, the role of social support in relation to employees' workaholism can be described as enigmatic. Further studies are necessary to shed light on these relationships.

Limitations

This study highlights some limitations as well. The primary limitation concerns publication bias. Though we have thoroughly reviewed the role of organizational factors in workaholism, taking into consideration the exclusion criteria used during the process of study selection, we did not analyse all the relevant scientific literature in this field. Further, all studies included were cross-sectional in design, limiting the interpretations of cause-effect relationships. Therefore, only a theoretical background can support the assertions about the causality of links between the organizational aspects and employees' workaholism. Finally, variability in the measurements of workaholism may limit the validity and generalizability of the data. These factors must be addressed so that appropriate precautions should be included in the interpretation of the results.

Conclusions

Our systematic review is (to the best of our knowledge) the first to summarize the existing knowledge of the effects of organizational factors on the levels of employees' workaholism, a topic that is somewhat controversial, partly due to the studies producing mixed results. The present review

confirms the primary role of demanding organizational conditions as the construct of perceived job demands received the greatest empirical substantiation. Job demands were confirmed as the most important organizational factor predicting the increased levels of workaholism. Therefore, compulsive behaviours of workaholics could be offset by adjusting performance standards and creating the organizational environment which prevents the employees from pushing themselves in vain.

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SISTEMINĖ DARBOHOLIZMO VEIKSNIŲ APŽVALGA: ORGANIZACIJOS VAIDMUO

S a n t r a u k a

Pastaraisiais keliais dešimtmečiais darbui skiriamų valandų skaičius nuosekliai didėjo. Daugelyje šalių dirbama jau ir 50–60 valandų per savaitę. Daugėja tokių atvejų, kai natūralus asmens poreikis dirbti perauga į nekontroliuojamą elgesį, keliantį fizinių, psichologinių negalavimų grėsmę, įvairius socialinius rūpesčius, ilgainiui lemiančius neigiamus padarinius organizacijai, kurioje dirba darboholizmu pasižymintis asmuo. Atsižvelgdami į tai, jog daugelyje organizacijų ilgas ir intensyvus darbas yra pageidaujamas ir skatinamas, mokslininkai iškėlė idėją, jog organizaciniai veiksniai gali prisidėti ir prie darboholizmo vystymosi. Nors autorių susidomėjimas organizacinių veiksnių įtaka darboholizmo vystymuisi pastaraisiais metais augo, tačiau į kai kuriuos šios srities klausimus vis dar nėra atsakyta. Atlikus kiekybinę literatūros analizę ir sujungus tyrimo išvadas būtų galima atsakyti į tam tikrus klausimus. Ankstesnėse kiekybinėse literatūros apžvalgose darboholizmo ir organizacinių veiksnių ryšys analizuotas gana siaurai, todėl pagrindinis straipsnio tikslas buvo sistematiškai peržiūrėti mokslinę literatūrą apie organizacinių veiksnių ir darbuotojų patiriamo darboholizmo ryšį.

Mokslinių straipsnių paieškai buvo naudojamos penkios mokslinės duomenų bazės internete *(ScienceDirect, SocINDEX with Full Text, Business Source Complete, Academic Search Complete ir Emerald Insight)*. Mokslinių publikacijų tinkamumas analizei buvo vertinamas trimis etapais – paeiliui peržiūrint jų pavadinimus, santraukas ir visą tekstą. Į sisteminę analizę įtrauktos publikacijos, atitinkančios du pagrindinius kriterijus: pristatomas empirinis kiekybinis tyrimas; straipsnyje vertinama organizacinių veiksnių reikšmė darboholizmo vystymuisi.

Paieškos metu aptikti 5 884 straipsniai. Pagal nustatytus atrankos kriterijus į sisteminę analizę įtrauktos 24 publikacijos. Nustatyta, jog darboholizmas yra susijęs su plačiu spektru organizacinių veiksnių (pavyzdžiui, organizacijos kultūra ir klimatu, vadovo elgesiu, įvairiais su darbu susijusiais reikalavimais ir organizacijos darbuotojams teikiamais resursais). Organizacijoje teikiama socialinė parama autorių tyrinėta dažniausiai. Pagal sisteminės analizės rezultatus galima teigti, jog bendras organizacijos reikalavimų konstruktas (taip pat emociniai bei kognityviniai reikalavimai) ir darbo krūvio veiksnys (jis taip pat gali būti priskiriamas organizacijos reikalavimų grupei) sulaukė didžiausio empirinio pagrindimo. Kitaip tariant, organizacijos keliami reikalavimai yra pagrindinis darboholizmo vystymosi tikimybę didinantis veiksnys. Taigi nekontroliuojamo su darbu susijusio elgesio išvengti galėtų padėti veiklos standartų organizacijose koregavimas, atsižvelgiant į darbuotojo sveikatai kylančias rizikas, darbuotojo poreikius ir galimybes.