Workplace Violence and Social Network Service Addiction*

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Abstract

Purpose - The purpose of this study is to investigate the impact of organizational politics on employees' social network service addiction and how it influences their job satisfaction and organizational citizenship behavior. And this study explores if leader-member exchange can moderate the relationship between organizational politics and social network service addiction.

Research, design, data, and methodology - For this, this study collected data from 305 employees in Korean companies through a survey method and uses SPSS 18.0 for hierarchical regression analysis in the hypothesis test.

Results - First, organizational politics increases immersion, compulsion and association among the sub-factors of social network service addiction. Second, each phenomena of social network service addiction such as salience, compulsion and association decrease each relevant factors of job satisfaction and organizational citizen behavior. Third, compulsion and association among the sub-factors of social network service addiction play the mediating roles between organizational politics and each relevant factors of job satisfaction/organizational citizen behavior. Finally, some of sub-factors of leader-member exchange decrease the effect of each characteristics of organizational politics on immersion, compulsion and association among the sub-factors of social network service addiction.

Conclusions - This study provides some of managerial implications to corporate executives who try to manage organizational attitude.

Keywords: Workplace Violence, Organizational Politics, Social Network Service Addiction, Job Satisfaction, Leader-Member Exchange.

JEL Classifications: C12, C83, M12, M14.

1. Introduction

Existing body of researches have various three perspectives of SNS addiction (Griffiths, 2013). First, some researchers argue that SNS addiction is a disorder requiring clinical treatment, for those people addicted to using SNSs experience symptoms similar to those experienced by those who suffer from addictions to substances or other behaviors (Block, 2008; Brenner, 1997; Chao & Nestler, 2004; Leshner, 1997; Griffiths, 2005; Echeburua & de Corral, 2010). Second, Kang et al. (2013) argue that the phenomenon of excessive SNS usage is an addictive consumption trait of

SNS, defined as an intensive consumer behavior with great loyalty arising from the benefits of social network services. Finally, because unlike other addictions, SNS is an integral element of professional and leisure culture (Kuss & Griffiths, 2011), the ultimate therapy aim is controlled use of the SNS and its respective functions (Echeburua & de Corral, 2010). The therapy of SNS addiction should be different from those of other addiction.

However, most of the previous studies have focused on individual behaviors when examining this excessive consumption of new media (Echeburua & de Corral, 2010; Kuss & Griffiths, 2011; Jasna et al., 2014), while research about SNS addiction in the context of workplace is rare. Especially, some research in Korean context reinterpret SNS addiction from a management perspective as consumer behavior (Kang et al., 2013). Although the nature or the therapy of SNSs addiction is different from other addiction, if employees use and commit SNSs excessively rather than

work hard, it will make a matter of great concern in the workplaces from the perspective of most companies except SNSs providers.

In this study, to examine the organizational behaviors related to SNS addiction in further, the first step is to investigate the organizational factors which arouse SNS addiction. Second, I will investigate how SNS addiction influence the organizational attitudes of employee. Third, this study will explore the mediating effects of SNS addiction between workplace violence and the organizational attitudes of employees. Finally, this study will find out the factors which can manage SNS addiction in the workplace.

The highlight of this study are as followings. First, this study is the first research of SNS addiction to focus on workplace context, while the previous studies have focused on individual behaviors. Second, this study tries to investigate the mediating effect of SNS addiction between workplace situation and the organizational attitudes of employees, while the previous studies have been just interested in the excessive consumption of new media. Finally, this study tries to explore the organizational factor to relieve SNS addiction, while the previous studies paid their attention to individual disorder, phenomenon and culture.

2. Literature Review & Hypothesis Development

2.1. Antecedents

Turel and Serenko (2012) recently explained the formation of SNS addiction by summarizing three overarching theoretical perspectives such as cognitive-behavioral model, social skill model and socio-cognitive model. Among them, cognitive-behavioral model emphasizes that 'abnormal' social networking arises from maladaptive cognitions and is amplified by various environmental factors, and eventually leads to compulsive and/or addictive social networking. Therefore, in the perspective of cognitive-behavioral model, I pay our attention to work environmental factors arousing SNS addiction and suggest organizational politics as an antecedents of SNS addiction.

Organizational politics refers to a group of activities that are (a) not formally sanctioned by organizations; (b) associated with attempts to benefit, protect, or enhance self-interests; and (c) engaged in without regard for the welfare of the organization or its members (Ferris et al., 1989). Theoretical (Ferris et al., 1989; Perrewe et al., 2012) and empirical (Ferris et al., 1996; De Clercq, & Belausteguigoitia, 2017) researches suggest that there is a positive relationship between perceived organizational politics (POP) and job-related stress.

According to transactional stress models, the nature and severity of emotional reactions following exposure to organizational politics are functions of dynamic interplay between event characteristics and individual appraisal and coping processes (Folkman & Lazarus, 1991; Lazarus, 1999; Zapf & Einarsen, 2003). Especially, the both of organizational politics are characterized as a prolonged exposure to interpersonal acts of a negative nature, with which the target is unable to cope. These characteristics are likely to make up a highly stressful situation characterized by lack of control.

The stress from organizational politics may then exacerbate individuals' undesirable moods. This then leads such individuals to engage in the social networking behavior even more as a way of relieving dysphoric mood states. Consequently, when social network users repeat this cyclical pattern of relieving undesirable moods with social media use, the level of psychological dependency on social networking increases. Accordingly, the following hypothesis is established.

<H 1> Organizational politics are positively associated with SNS addiction.

2.2. Consequences

Some studies highlight that in some circumstances, SNS usage can lead to a variety of negative consequences that imply a potential decrease in involvement in real-life communities (Nyland et al., 2007) and worse academic performance (Kirschner & Karpinski, 2010), as well as relationship problems (Phillips, 2009; Tokunaga, 2011; Muise et al., 2009; Persch, 2007; Luscombe, 2009) in the various context.

However, few studies of SNS addiction have been interested in the context of workplace. Like other context, if employees spend a lot of time using and committing SNSs excessively rather than work hard, it will make a matter of negative consequences in the workplace. I suggest job satisfaction and organizational citizenship behavior as two kinds of consequences which are negatively influenced by SNS addiction.

First, job satisfaction conveys useful information about an individual's economic, social, and personal life as it is a major determinant of labor market mobility (Freeman, 1978; Kim et al., 2015), job performance (Mount et al., 2006), and personal well-being (Rode, 2004; Yang et al., 2015). Second, organizational citizenship behavior (OCB) can be considered to be an individual's voluntary work beyond the role assigned to him/her in the organization (Bateman & Organ, 1983; Park et al., 2016). Therefore, organizational citizenship behavior can be regarded as subset of pro-social organizational behavior (Cetin et al., 2003; Tak & Oh, 2016).

Similar to other context, if employees use SNS more in terms of time spent on usage, they are less interested in their real life in workplace, which their job satisfaction decreases and don't have time enough to play their voluntary work beyond the role assigned to them in the

organization their roles in workplace, which their organizational citizenship behavior decreases. Accordingly, the following hypothesis is established.

<H 2> SNS addiction is negatively associated with job satisfaction.
<H 3> SNS addiction is negatively associated with organizational citizenship behavior.

2.3. Mediating effects

I explore the possibility of mediating effect of SNS addiction between the workplace violence the organizational attitudes of employees. The conservation of resource (COR) theory suggests that people strive to obtain and maintain resources that help to further their goals, and experienced stress results from an actual or threatened loss of resources (Hobfoll, 1989; Grandey & Cropanzano, 1999). When a loss or threat of a loss occurs then people become motivated to engage in efforts in order to avoid further loss.

Unlike the COR theory, the transactional stress model explains that the nature and severity of emotional reactions following exposure to organizational politics are functions of dynamic interplay between event characteristics and individual appraisal and coping processes (Folkman & Lazarus, 1991; Lazarus, 1999; Zapf & Einarsen, 2003). Considering the fitting of the transactional stress model to the workplace context, I focus on transactional stress model instead of the COR theory in order to explain the influence of the stress from organizational politics.

Based on the transactional stress model perspective, I explore the possibility of mediating effect of SNS addiction between the stress from organizational politics and organizational attitudes of employees. When employees experience the stress from organizational politics, they engage in SNS to relieve their stress. And then, SNS addiction leads employees to use SNS more in terms of time spent on usage and they are less interested in their workplace, life, which decease their job satisfaction and their organizational citizenship behavior. As doing so, SNS addiction will mediate the relationship between organizational politics and job satisfaction/organizational citizenship behavior. Accordingly, the following hypotheses have been established as following.

<H 4> SNS addiction mediates the relationship between organizational politics and job satisfaction.
<H 5> SNS addiction mediates the relationship between organizational politics and organizational citizenship behavior.

2.4. Moderator

A few researchers addressed this oversight, primarily by focusing on the potential moderating role of personal factors (e.g., personality characteristics; Burke et al., 1993) and interpersonal (e.g., family and friends) sources of support (e.g., Ganster et al., 1986; Kaufman & Beehr, 1986). Therefore, this study suggests leader member exchange as a kind of interpersonal factor to relieve stress from organizational politics arousing SNS addiction.

Leader-member exchange (LMX) theory suggests that an interpersonal relationship evolves between supervisors and subordinates against the background of a formal organization (Graen & Cashman, 1975; Martin et al., 2017). LMX relationships have been shown to vary in terms of the material resources, information, and support exchanged between the two parties. The members with high quality of LMX relationships have a high degree of mutual trust, respect, and obligation and engage in high-quality exchanges (Graen & Uhl-Bien, 1995; Kim et al., 2016). They enjoy privileges such as operating within the leader's social network, getting high performance ratings, receiving attention, and taking advantageous job placements (Gerstner & Day, 1997; Kwon & Yang, 2015).

Theoretically, high LMX quality may act to reduce the relationship between the stress from organizational politics and SNS addiction. Namely, high LMX quality may not only help remove a certain amount of stress experienced by organizational politics, but also may eliminate the negative effects of stress that cannot be wiped out due to the nature of job circumstances. Accordingly, the following hypothesis is established.

<H 6> High LMX quality decreases the positive relationship between organizational politics and SNS addiction.

3. Methodology

3.1. Sample

This study is based on responses from workers in Korean companies. 305 responses were usable for analysis. Among the participants, 149(49.1 percent) were men and 156(50.9 percent) women. The age of them includes 20s(52.1%), 30s(24.2%), 40s(11.1%), and 50s(12.1%). The number of employee in their companies is less than 10(38.6%), 11-50 (21.9%), 51-300(12.7%), 301-1,000(16.6%), and more than 1001(10.5%). The industry of their companies includes manufacturing(27.2%), construction(8.2%), service(36.4%), public agency(9.2%), wholesale-retail(7.9%), and etc.(11.1%). The position of them includes staff(38.7%), assistant manager(22.0%), manager(12.8%), senior manager (16.1%), director(10.5%). The tenure of them includes less than 5 years(56.1%), 5–10(17.4%), 10–15(11.8%), 15–20(6.6%), more than 20 years(8.2%). The level of their education includes high school(16.4%), community college(18.4%), undergraduate(55.7%), and graduate school(9.5%). The martial status of them are married(54.8%) and single(44.3%).
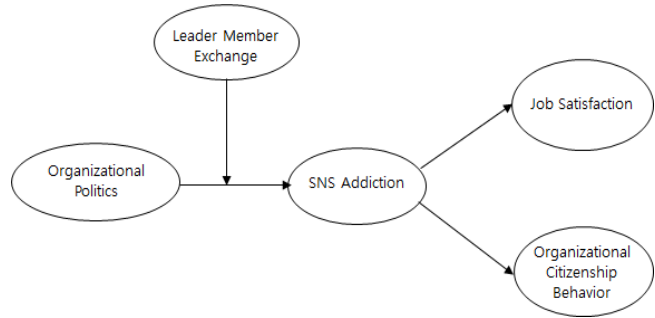
3.2. Measurement

<Table 1> shows the measurements of variables in this study.

<Table 1> The measurements of variables

Variables	Sub-factors	Item numbers	References
Organizational politics	-	15	Kacmar & Carson (1997)
SNS addiction	Salience	5	Kang et al. (2013)
	Euphoria	4	
	Immersion	3	
	Compulsion	4	
	Association	5	
Job satisfaction	Work	3	Smith et al. (1969)
	Pay	3	
	Promotion	3	
	Colleague	3	
	Supervision	3	
Organizational Citizenship Behavior	Individual-oriented OCB	6	Williams & Anderson (1991)
	Organization-oriented OCB	7	
Leader Member exchange	Affect	3	Liden & Maslyn (1998)
	Royalty	3	
	Contribution	2	
	Professional respect	3	

<Figure 1> shows the research model of this study.

<Figure 1> Research Model

4. Results

4.1. Relationship between variables

<Table 2> summarizes the Pearson correlation test results between variables and reports the degree of multi-collinearity between independent variables. The minimum tolerance of .724, maximum variance inflation factor of 1.381 show that the statistical significance of the data analysis was not compromised by multi-collinearity.

<Table 2> Variables' correlation coefficient and other statistics

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Organizational politics	1															
Salience	-.024	1														
Euphoria	.042	.000	1													
Immersion	.110**	.000	.000	1												
Compulsion	.067**	.000	.000	.000	1											
Association	.201**	.000	.000	.000	.000	1										
Work	-.223**	.036	-.077	-.396	-.012	-.008**	1									
Pay	.031	.075	.050	.005	-.060	.079	-.001	1								
Promotion	-.117*	.068	-.026	.023	-.061	.072	-.002	.000	1							
Colleague	-.146*	-.031*	-.127	-.046	-.053**	-.161	.048	.028	.009	1						
Supervision	-.062	.048	-.172	-.019	-.098**	.014	-.029	.000	.000	-.049	1					
Individual OCB	.092	.127	-.019	-.082	-.079	-.084*	.311**	.013	-.094	.330	.159*	1				
OrganizationalOCB	-.051	.079	.021	-.032	-.387**	.098	.206**	.011	.130*	.098	.139*	.029	1			
Affect	-.415	.109	-.212	-.127**	-.177**	-.120**	.110	.229	.209	.112	.151	.036	.028	1		
Royalty	-.399	.112	-.222	-.096	-.088**	.121	-.011	.019	.108	.106	.028	-.096	.102	.000	1	
Contribution	.050	-.091	-.109	.091	.110	.122	.028	-.022	.081	.076	.367	.198	-.044	.000	.000	1
Professional respect	-.062	.077	.010	-.029	-.023	.072	.029	.073	.023	.188	.102	.132	.083	.000	.000	.000

*p < .05, **p < .01

4.2. Hypothesis Test

To analyze the relationships between organizational politics and SNS addiction, the results in <Table 3>, consisting control and independent variables, show that organizational politics have statistical significances with sub-factors of SNS addiction. Moreover, it has positive relationships with Immersion (β = .201, p < .01), compulsion (β = .088, p < .01) and association (β = .074, p < .01). However, it is shown to have no significance with preoccupation/salience and euphoria. This implies that the more organizational politics people perceive in the workplace, the stronger their SNS addiction are, which is expected in <H 1>.

<Table 3> Analysis 1

	SNS Addiction				
	Salience	Euphoria	Immersion	Compulsion	Association
Sex	.077	.155*	-.068*	.056*	-.031
Age	.101**	-.039	-.078	-.088	.173**
Educational level	.012	.081	-.068	.038	-.035
Organizationa lpolitics	-.081	.104	.201**	.088**	.074**
Adj. R^2	.009	.012	.104	.092	.158
F	1.699	2.055*	7.619**	6.568**	8.123**

*p < .05, **p < .01

The results in <Table 4> show the effects of sub-factors of SNS addiction on the sub-factors of job satisfaction and organizational citizenship behavior. Salience has a negative effect on colleague satisfaction (β = -.175, p < .01). Compulsion has negative effects on colleague satisfaction (β = -.128, p < .05), supervision satisfaction (β = -.179 p < .01) and organizational-oriented OCB (β = -.372, p < .01). Association has negative effects on work satisfaction (β = -.385, p < .01) and individual-oriented OCB (β = -.137, p <

.05). This shows that the stronger SNS addiction people have, the weaker their job satisfaction and OCB are, which is expected in <H 2> and <H 3>.

To test for mediating effects, the present study adopted the four steps of Baron and Kenny (1986). Baron and Kenny (1986) suggested four steps to establish mediation. Step 1 requires that the independent variable be significantly related to the dependent variable; step 2 requires that the independent variable be significantly related to the mediator; step 3 requires that the mediator affect the dependent variable while controlling for the effect of the independent variable. Finally, when these conditions are satisfied, step 4 requires that the effect of the independent variable on the dependent variable is insignificant when controlling for the mediator in order to indicate complete mediation; otherwise partial mediation is indicated. The mediating effect has the following relationship:

$$Y = cX + e1 \qquad (1)$$
$$M = aX + e2 \qquad (2)$$
$$Y = c'X + bM + e3 \qquad (3)$$

Y: dependent variable,
X: independent variable,
M: mediating variable

<Table 5> shows the analysis results. Model 1 is step 1 of Baron and Kenny (1986) and tests the relationship between organizational politics and sub-factors of job satisfaction/organizational citizenship behavior that the sub-factors of SNS addiction are positively associated with. Organizational politics has negative effects on work satisfaction (β = -.276, p < .01), colleague satisfaction (β = -.296, p < .01) and supervision satisfaction (β = -.392, p < .01) and also has negative effects individual (β = -.351, p < .01) and organizational (β = -.281, p < .01) citizenship behavior. Step 2 of Baron and Kenny (1986) has already been shown in the results of <Table 3>. In steps 3 and 4

<Table 4> Analysis 2

	Job satisfaction					OCB	
	Work	Pay	Promotion	Colleague	Supervision	Individual	Organizational
Sex	-.104*	-.054	.045	-.009	.035	-.069	.066
Age	.178**	.059	.043	.051	-.010	.228**	.167**
Education level	.050	.082	-.032	.074	.022	.029	.026
Salience	-.054	.059	.068	-.175**	.018	.093	.049
Euphoria	.012	.068	.059	.024	.048	.001	.021
Immersion	.013	-.053	-.057	-.050	.094	-.066	-.015
Compulsion	-.058	.054	-.027	-.128*	-.179**	-.049	-.372**
Association	-.385**	.012	.026	-.038	-.017	-.137*	.068
Adj. R^2	.191	.007	-.007	.031	.018	.068	.173
F	9.945**	1.274	.7470	2.207*	1.883*	3.786**	8.958**

*p < .05, **p < .01

<Table 5> Analysis 3

	Job satisfaction						OCB			
	Work		Colleague		Supervision		Individual		Organizational	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Sex	-.201*	-.142*	-.042	-.012	.062	.051	-.071	-.091	.088	.081
Age	.181**	.101**	.063	.029	-.019	-.081	.198**	.118**	.191**	.178**
Education level	.091	.077	.021	.034	.033	.077	.092	.031	.033	.073
Organizational Politics	-.276**	-.116*	-.296**	-.181**	-.392**	-.301*	-.351**	-.291*	-.281**	-.241*
Immersion		.009		-.022		.094		-.066		-.072
Compulsion		-.021		-.201*		-.179**		-.049		-.282**
Association		-.181**		-.301		-.017		-.137*		.091
Adj. R^2	.114	.281	.101	.121	.109	.108	.105	.138	.111	.151
F	7.829**	12.965**	7.224**	7.967*	7.622**	7.473*	7.449**	8.096**	7.909**	8.453**

*p < .05, **p < .01

of the mediation analysis, job satisfaction and organizational citizenship behavior were regressed on organizational behavior, the sub-factors of SNS addiction, and the control variables. Model 2 indicates the results, regarding job satisfaction, the negative effect of organizational politics on work satisfaction is weaker (β = -.116, p < .01) when association is entered into the equation (β = -.181, p < .05), which is partial mediation. The negative effect of organizational politics on colleague satisfaction is weaker (β = -.181, p < .01) when compulsion is entered into the equation (β = -.201, p < .05), which is partial mediation. The negative effect of organizational politics on supervision satisfaction is weaker (β = -.301, p < .05) when compulsion is entered into the equation (β = -.181, p < .01), which is partial mediation. Regarding organizational citizenship behavior, The negative effect of organizational politics on individual OCB is weaker (β = -.291, p < .05) when association is entered into the equation (β = -.137, p < .05), which is partial mediation. The negative effect of organizational politics on organizational OCB is weaker (β = -.241, p < .05) when compulsion is entered into the equation (β = -.282, p < .01), which is partial mediation. These results are confirmed by the Sobel tests (p < .05 in all of significant cases). In the results, organizational politics decrease job satisfaction and organizational citizenship behavior through SNS addiction, which is expected in <H 4> and <H 5>.

In <Table 6>, the results, consisting of moderators, shows the interactions between the organizational politics and the sub-factors of LMX. Affect has a negative effect on the relationship (β = -.127, p < .01) between organizational politics and immersion, the relationship (β = -.117, p < .05) between organizational politics and compulsion and the relationship (β = -.192, p < .01) between organizational politics and compulsion. Royalty has a negative effect on the relationship (β = -.120, p < .01) between organizational politics and compulsion. Based on our results, when people

have higher LMX in workplace, organizational politics has weaker impact on their SNS addiction, which is expected in <H 6>.

<Table 6> Analysis 4

	SNS addiction		
	Immersion	Compulsion	Association
Sex	-.023	.091	-.028
Age	-.020	-.048	.192**
Educational level	-.048	.092	-.028
Organizational Politics(OP)	.202*	.188*	.136**
Affect(A)	-.126*	-.181**	-.025*
Royalty(R)	.041	-.145**	-.091
Contribution(C)	.023	-.059	.045
Professional Respect(PR)	-.044	.092	-.077
OP*A	-.127**	-.117*	-.192**
OP*R	.027	-.120**	.184
OP*C	-.078	-.058	.039
OP*PR	.057	-.082	.091
Adj. R^2	.149	.223	.169
F	8.091**	10.539**	8.253**

*p < .05, **p < .01

5. Conclusion

5.1. Discussion

Based on these empirical results, this study highlights some findings. First, organizational politics increases immersion, compulsion and association among the sub-factors of social network service addiction. Second, each phenomena of social network service addiction such as salience, compulsion and association decrease each relevant factors of job satisfaction and organizational citizen behavior.

However, euphoria and immersion are not significantly related to job satisfaction and organizational citizen behavior. And, all phenomena of social network service addiction show no significance with both of pay and promotion satisfaction. Third, compulsion and association among the sub-factors of social network service addiction play the mediating roles between organizational politics and each relevant factors of job satisfaction/ organizational citizen behavior. Finally, some of sub-factors of leader-member exchange decrease the effect of each characteristics of organizational politics on immersion, compulsion and association among the sub-factors of social network service addiction.

This study makes three kinds of research implications. First, this study introduces SNS addiction in the context of workplace and investigate organizational behaviors related to it. Our study is the first to empirically verify the antecedents and consequences of SNS addiction in the workplace. Second, this study shows the mediating effect of SNS addiction between workplace violence and organizational attitudes of employees. Third, this study suggests and empirically verifies that LMX is an interpersonal factor moderating the relationship between organizational politics and SNS addiction.

Moreover, this study provides some of practical and managerial implications to corporate executives who try to manage organizational attitude. Because SNS addiction occurs in reality, it is also not ignorable in the context of workplace. And as the competition between the companies become stronger, the companies requires more internal competition among employees and employees behave more politically. It arouses SNS addiction, which in turn decreases employees' job satisfaction and OCB. Given this situation, corporate executives need to assign positions by considering interpersonal factors.

5.2. Limitations and future research directions

The analysis results based on our interpretation of the questionnaires provided several insights into the relationships between organizational behaviors and SNS addiction. However, I must also acknowledge the following limitations. First, this study collected our responses from employees who are working at Korean companies. This study can apply this study's methods to data samples in other countries in order to check the constancy of our variables' relationships. Second, as the variables were all measured at the same time, it cannot be sure that their relationships are constant. Although the survey questions occurred in reverse order of the analysis model to prevent additional issues, the existence of causal relationships between variables is a possibility.

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