Abstract—The purpose of this study is to investigate the impact of organizational politics on employees' video game addiction and how it influences their job satisfaction and organizational citizenship behaviour. And we explore if leader-member exchange can moderate the relationship between organizational politics and video game addiction. For this, we collected data from 305 employees in Korean companies through a survey method. In the results, first, organizational politics increases conflict and loss of control among the sub-factors of video game addiction. Second, each phenomena of video game addiction such as conflict, loss of control and withdrawal decrease each relevant factors of job satisfaction and organizational citizenship behaviour. However, on the contrary to our expectation, some of sub-factors of video game addiction increase pay or promotion satisfaction. Finally, leader member exchange quality decrease the effect of each characteristics of organizational politics on conflict and loss of control of video game addiction.

Keywords—video game addiction, organizational politics, job satisfaction, organizational citizenship behaviour, leader member exchange quality

I. INTRODUCTION

Recent approaches challenge the notion that video game addiction is different from other addiction, if employees use and commit video game excessively rather than work hard, it will make a matter of great concern in the workplaces.

In this study, to examine the organizational behaviours related to video game addiction in further, the first step is to investigate the organizational factors which arouse video game addiction. Second, we will investigate how video game addiction influence the organizational or social attitudes of employee. Finally, this study will find out the factors which can manage video game addiction in the workplace.

II. THEORETICAL BACKGROUND & HYPOTHESIS

Several scholars have argued that video game use may sometimes resemble behaviour that seems out-of-control and such video game use has been addressed as addictive or problematic video game use [2][7]. Most of studies argued that it leads to pathological symptoms that are phenomenologically similar to signs of addictive disorders [5]. And video game addiction will be proposed for Section III of Diagnostic and Statistical Manual of Mental Disorders, 5th Edition [8]. The new diagnosis will only refer to gaming and not to other internet-related problems, since most studies have been conducted in this field. However, some other studies argued that addictive use of video games and other internet applications like social media can be distinguished [9]. Playing video games is a popular leisure time activity [10].

Generally, it is to be expected that for the genesis of video game addiction, factors from all three corners of the classical addiction triangle – namely, personality-based, game-related, and environmental factors – should contribute to its pathogenesis to some extent, as has been shown for other addictive disorders [11]. First, with respect to person-based factors, there is strong evidence that males are at a higher risk of developing video game addiction [12]. And people who are psychologically stressed and less content with their lives are more frequently addicted to video games [12]. Second, with regard to game-related factors, extensive gaming times were identified as a risk factor for video game addiction [13].

However, although the therapy or nature of video game addiction is different from other addiction, if employees use and commit video game excessively rather than work hard, it will make a matter of great concern in the workplaces.
And addicted people typically play in situations where they are experiencing real-life failure. Third, among potential environmental factors, the following have so far been identified as relevant: a lack of successful experiences in real life [13], low parental support [14], elevated use of video games by parents [15], and the divorce or separation of parents [15].

The purpose of this study is to examine the organizational behaviours related to video game addiction. Therefore, in the perspective of environmental factors arousing video game addiction, we pay our attention to work environmental factors arousing video game addiction and suggest organizational politics as an antecedent of video game 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 [16]. Political activities include strong-armed influence tactics, backstabbing, taking credit for the work of others, coalition building, and rewarding employees based on subjective criteria such as favouritism and group membership [17].

Although researchers [18] have identified circumstances where politics may be viewed as a positive aspect of one’s job (e.g., when a supervisor uses personal connections to acquire resources for a work group), the literature generally identifies political work environments as being characterized by activities that are informal, ostensibly parochial, typically divisive, and above all in a technical sense, illegitimate [19].

Theoretical studies [16][20] suggest that there is a positive relationship between perceived organizational politics (POP) and job-related stress. Theorists have speculated that employees view politics as a threatening aspect of their jobs, as the political activities of others have the potential to prevent employees from achieving career goals [16], thus creating uncertainty in the work environment and jeopardizing employee welfare. This makes intuitive sense, as political environments are, by definition, characterized as having members who seek to maximize self-interests, often at the expense of others. Empirical research has substantiated the notion that politics perceptions are a source of stress, providing consistent evidence that POP demonstrate moderate to strong relationships with stress-based outcomes, including job anxiety and tension, somatic tension, fatigue, helplessness, victimization, burnout, and depression [21].

Therefore, drawing from work stress theory [22], theoretical models of organizational politics [20], and empirical research [23], which has shown that POP have direct, positive effects on levels of employee strain, we propose that POP are related to psychological strain, as politics (a) are appraised as a threat to well-being and (b) require employees to expend coping resources to manage interpersonal conflict.

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 [24]. 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.

In the context of video game addiction, users may develop an addictive tendency to play video games because the usage starts to fulfill an important role in the satisfaction of their bio-psychological needs [25]. For example, addictive tendencies may develop if video game use is negatively reinforced in that it allows users to alleviate depressive moods and other negative states.

The stress from organizational politics may then exacerbate individuals’ undesirable moods. This then leads such individuals to engage in the video game addictive behaviour even more as a way of relieving dysphoric mood states. Consequently, when users repeat this cyclical pattern of relieving undesirable moods with video game playing, the level of psychological dependency on video game playing increases. Accordingly, the following hypothesis is established.

**H1**: Organizational politics is positively associated with video game addiction.

Some studies highlight that in some circumstances, video game addictive use can lead to a variety of negative consequences. First, video game addicts also show higher impulsiveness [13], higher acceptance of violence [26], lower empathy [27], and inferior social skills [13]. Second, some researchers also exhibit signs of other psychological disorders more frequently, particularly attention-deficit/hyperactivity disorder [28], depression [29], and anxiety [29]. Third, a number of school-related behavioural problems such as school absenteeism [14], school phobia [13], lower grades [13], and prior grade repetition [13], are more frequently reported for adolescent video game addicts.
However, few studies of video game addiction have been interested in the context of workplace. Like the context of school, if employees spend a lot of time using and committing video game excessively rather than work hard, it will make a matter of negative consequences in the workplace. We suggest job satisfaction and organizational citizenship behaviour as two kinds of negative consequences from video game addiction.

First, job satisfaction conveys useful information about an individual’s economic, social, and personal life as it is a major determinant of labour market mobility [30], job performance [31], and personal well-being [32]. Second, organizational citizenship behaviour can be considered to be an individual’s voluntary work beyond the role assigned to him/her in the organization [33]. Therefore, organizational citizenship behaviour can be regarded as subset of pro-social organizational behaviour [34].

A large number of factors influencing job satisfaction have been recognized which consist of organizational aspects, job aspects and personal aspects [35]. And the predictors of organizational citizenship behaviour mainly include dispositional and factors [36]. However, there is no research work to investigate video game addiction influencing job satisfaction and organizational citizenship behaviour. Similar to other context, if employees use video game 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 behaviour decreases. Accordingly, the following hypothesis is established.

H2: Video game addiction is negatively associated with job satisfaction.

H3: Video game addiction is negatively associated with organizational citizenship behaviour.

In their extensive summary of research on workplace stress, Kahn and Byosiere [37] concluded that organizational theory and research have been too little concerned with organizational and interpersonal factors that might serve as moderators, buffers, or even as antidotes to stresses and their effects, and that empirical evidence in this area is essentially nonexistent. A few researchers addressed this oversight, primarily by focusing on the potential moderating role of personal factors [38] and interpersonal sources of support [39].

Therefore, this study suggests leader-member exchange as a kind of interpersonal factor to relieve stress from organizational politics arousing video game addiction.

Leader-member exchange (LMX) theory suggests that an interpersonal relationship evolves between supervisors and subordinates against the background of a formal organization [40]. LMX relationships have been shown to vary in terms of the material resources, information, and support exchanged between the two parties. The higher the quality of the LMX relationship, the greater the perceived value of the tangible and intangible commodities exchanged. Based on it, LMX theory defines the relationship between leaders and members as a vertical dyad linkage [41], suggesting a differentiated relationship among members, with some members benefitting through unique relationships. The two member groups, in-groups and out-groups, are defined according to their relationship type. In-group members have a high degree of mutual trust, respect, and obligation and engage in high-quality exchanges [42]. They enjoy privileges such as operating within the leader’s social network, getting high performance ratings, receiving attention, and taking advantageous job placements [43]. Meanwhile, out-group members have a low level of mutual trust, respect, and obligation and engage in low-quality exchange, including transactional contracts. Working under low attention and with few rewards, out-group members merely perform the tasks specified in their job descriptions [44].

However, few studies have investigated if LMX quality may influence the stress from organizational politics on video game addiction. Theoretically, high LMX quality may act to reduce the relationship between the stress from organizational politics and video game 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. When subordinates higher LMX quality with their supervisors, they receive more trust and benefit from their supervisors. Therefore, although organizational politics exist in their workplace, they perceive less stress from undesirable moods. This is then less likely to lead such individuals to engage in the video game addictive behaviour. Meanwhile, when subordinates lower LMX quality, they receive less trust and benefit. Therefore, when they feel organizational politics, they perceive more stress. This is then more likely to lead such individuals to engage in the video game addictive behaviour. Accordingly, the following hypothesis is established.

H4: High LMX quality decreases the positive relationship between organizational politics and video game addiction.
The number of employees 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 1,001 (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%), and 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 school (55.7%), and graduate school (9.5%). The martial status of them are married (54.8%) and single (44.3%).

B. Procedure

All participants received a paper-and-pencil questionnaire with an accompanying letter that explained the purpose of the survey, emphasized voluntary participation, and guaranteed confidentiality. Participants were asked to fill out the questionnaire and put it back into an envelope that was collected by the researcher.

IV. Analysis Results

A. Verification of reliability and validity

The validity of variables is verified through the principal components method and factor analysis with the varimax method. The criteria for determining the number of factors is defined as a 1.0 Eigen value. We applied factors for analysis only if the factor loading was greater than 0.5 (factor loading represents the correlation scale between a factor and other variables). In the factor analysis, we eliminated two items in the variables of shared vision and system thinking. The reliability of variables is judged by internal consistency as assessed by Cronbach’s alpha. We used surveys and regarded each as one measure only if their Cronbach’s alpha values were 0.7 or higher.

B. Hypothesis Test

To analyze the relationships between organizational politics and video game addiction, the results in Table I, consisting control and independent variables, show that organizational politics have statistical significances with sub-factors of video game addiction. Moreover, it has positive relationships with conflict (β = .312, p < .01) and loss of control (β = .283, p < .01). However, it is shown to have no significance with preoccupation/salience and withdrawal.
This implies that the more organizational politics people perceive in the workplace, the stronger their video game addiction are, which is expected in our hypotheses.

<table>
<thead>
<tr>
<th>TABLE I</th>
<th>ANALYSIS 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video game addiction</td>
<td>Preoccupation/Salience</td>
</tr>
<tr>
<td>Sex</td>
<td>-.11**</td>
</tr>
<tr>
<td>Age</td>
<td>-.05</td>
</tr>
<tr>
<td>Educational level</td>
<td>-.01</td>
</tr>
<tr>
<td>Organizational politics</td>
<td>-.09</td>
</tr>
</tbody>
</table>

Adj. $R^2$ | .01 | .04 | .09 | .01 

$F$ | 1.58 | 8.86** | 9.36** | 2.09**

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

The results in Table II show the effects of sub-factors of video game addiction on the sub-factors of job satisfaction and organizational citizenship behaviour. Moreover, conflict has a negative effect on work satisfaction ($\beta = -.113, p < .01$), colleague satisfaction ($\beta = -.124, p < .01$) and individual-oriented OCB ($\beta = -.120, p < .01$). Loss of control has a negative effect on organizational-oriented OCB ($\beta = -.118, p < .01$). Withdrawal has a negative effect on organizational-oriented OCB ($\beta = -.113, p < .01$). This shows that the stronger video game addiction people have, the weaker their job satisfaction and OCB are, which is expected in our hypotheses. However, contrary to our expectation, conflict ($\beta = .144, p < .05$) and withdrawal ($\beta = .152, p < .01$) have positive effects on pay satisfaction. It is shown that the more conflict in video game addiction people feel, the stronger their pay satisfaction are.

<table>
<thead>
<tr>
<th>TABLE II</th>
<th>ANALYSIS 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>OCB</td>
</tr>
<tr>
<td></td>
<td>Work</td>
</tr>
<tr>
<td>Sex</td>
<td>-.11*</td>
</tr>
<tr>
<td>Age</td>
<td>.20**</td>
</tr>
<tr>
<td>Educational level</td>
<td>.04</td>
</tr>
<tr>
<td></td>
<td>Preoccupation/Salience</td>
</tr>
<tr>
<td>Conflict</td>
<td>-.11*</td>
</tr>
<tr>
<td>Loss of control</td>
<td>-.05</td>
</tr>
<tr>
<td>Withdrawal</td>
<td>-.02</td>
</tr>
</tbody>
</table>

Adj. $R^2$ | .05 | .06 | .01 | .02 | -.01 | .06 | .05 

$F$ | 3.54** | 3.76** | 1.75 | 1.70 | .75 | 3.63** | 3.50**

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

In Table III, 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 ($\beta = -.120, p < .05$) between organizational politics and conflict, the relationship ($\beta = -.174, p < .01$) between organizational politics and loss of control. Royalty has a negative effect on the relationship ($\beta = -.191, p < .01$) between organizational politics and conflict. Based on our results, when people have higher LMX in workplace, organizational politics has weaker impact on their video game addiction.
The reason employees are more likely to be satisfied with their job when they have more preoccupation with video game or show more salient commitment to it, they are more likely to be satisfied with their promotion level. When employees have more conflict in their workplace due to video game or show more video game withdrawal symptom, they are more likely to be satisfied with their pay level. We infer that the reason of this result is due to the characteristics of pay and promotion satisfaction. Among job satisfactions, because the satisfactions related to work, colleague or supervision are related to intangible things such as situation, atmosphere or psychological state, they can be influenced by psychological states that are aroused from video game addiction. Moreover, if employee commit themselves excessively to video game world, they are likely to make any problem or trouble with their job, colleague or supervision. However, unlike other satisfactions, because the satisfactions related to pay or promotion are influenced by tangible rewards. Or these satisfactions are more increased relatively when employees are working less due to workplace conflict from video game or video game withdrawal symptom.

Finally, LMX decrease the effect of each characteristics of organizational politics on each relevant phenomena of video game addiction. This implies that because LMX is related to workplace, it decreases a variety of problems in the workplace by playing video game excessively.

This study makes two kinds of research contributions. First, we introduce video game 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 video game addiction in the workplace. Second, we suggest and empirically verify that LMX is an interpersonal factor moderating the relationship between organizational politics and video game addiction.

Moreover, our study provides some of managerial implications to corporate executives who try to manage organizational attitude.
Because video game 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 arouse video game addiction, which in turn decreases employees’ job satisfaction and OCB. Given this situation, corporate executives need to assign positions by considering interpersonal factors.

B. Limitations and future research directions

The analysis results based on our interpretation of the questionnaires provided several insights into the relationships between organizational behaviours and video game addiction. However, we must also acknowledge the following limitations. First, we collected our responses from employees who are working at Korean companies. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings. We can apply this study’s methods to different settings.

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