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Unveiling the Fear: Workplace FoMO and Its Impact on Employee Well-being

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Abstract

This study explores the role of workplace FoMO on employee well-being and the protective role of resilience on burnout. Based on Job-Demand Resources (JD-R) model, it is expected that the relationship between cognitive, emotional, and quantitative workload and burnout was mediated by workplace FoMO and the relationship between workplace FoMO and burnout was moderated by resilience. A cross-sectional quantitative approach was conducted with employees aged between 20-64 (N=163). The results showed that there is a significant relationship between three types of workloads and workplace FoMO. Additionally, resilience was found to be negatively related to burnout. Contrary to expectations, workplace FoMO did not mediate the relationship between workload and burnout. Moreover, resilience did not moderate the relationship between workplace FoMO and burnout. The relationships between workload, workplace FoMO, burnout, and resilience were investigated in detail. However, future research should explore the additional factors that could mediate these relationships. In addition, theoretical and practical implications were discussed.

Keywords: workplace FoMO, cognitive workload, emotional workload, quantitative workload, resilience.

Introduction

The concept of "Fear of Missing Out" (FoMO) first started to be used as a phenomenon by teenagers in media, which is the continuous fear that others may be enjoying rewarding experiences while one is not present (Przybylski et al., 2013). After the emergence of the term FoMO, many studies investigated FoMO as a construct in the social media context. However, it has become increasingly apparent that FoMO extends beyond the realm of social media and can significantly affect employees' well-being and job performance (Budnick et al., 2020). FoMO is present in the majority of American adults and is positively related to negative psychological outcomes, such as burnout (Budnick et al., 2020). Nonetheless, only a few studies have been done about FoMO in the workplace context (Fridchay & Reizer, 2022). According to Budnick et al., (2020), workplace FoMO is a continuous concern that, in comparison to other workers, one might lose out on important job chances while away from or detached from the workplace. This fear can appear on many work occasions such as missing networking opportunities, obtaining important information, and having a part in future projects or decisions.

Having established the importance of workplace FoMO and its potential impact on employee health and performance, it is also important to understand the specific dimensions of this construct. Budnick et al., (2020), investigated workplace FoMO in three subdimensions which are relational exclusion, informational exclusion, and work output exclusion. First of all, the fear that arouses from missing out on a networking chance is called relational exclusion. This type of workplace FoMO usually comes out in employees since networking is a crucial part of career advancement (Qureshi & Saleem, 2016). The second subdimension which is informational exclusion explains the fear of missing information among a group of employees in a social or task information context, potentially hindering effective collaboration and decision-making. Lastly, work output exclusion entails the apprehension of missing the opportunity to contribute to a work process that might be related to a future career chance (Budnick et al., 2020). To sum up, workplace FoMO can appear in different forms in the organizational context, and experiencing such continuous fear in the workplace can result in negative consequences. By examining these subdimensions, this study aims to acquire a comprehensive understanding of workplace FoMO and its implications for employee well-being and the organizational environment.

Moreover, discovering the antecedents and subsequent factors in the workplace FoMO is important to understand how the three dimensions of workplace FoMO impacts employees.

According to previous research, FoMO has been found to trigger negative outcomes for employees in the workplace (Tandon et al., 2022). In the same vein, FoMO may be relevant in the modern workplace because it has a positive correlation with burnout (Budnick et al., 2020) and workload (Hoşgör et al., 2021). However, although workload has been found to be relevant to FoMO, the research between workload and workplace FoMO is limited. Therefore, it is predicted that the workload can be an antecedent variable of workplace FoMO in the current study and can uncover the relationship dynamics of workload and workplace FoMO. In addition, since it is found that workplace FoMO has a positive relationship with low well-being, the studies should focus more on investigating the preventative factors for workplace FoMO, such as resilience. Correspondingly, the study by Gong et al., (2022), found that there is a significant moderation effect of resilience between FoMO and mental health problems. Since mental health problems such as anxiety disorders are related to burnout (Koutsimani et al., 2019), it is predicted that resilience can work as a buffer mechanism between workplace FoMO and burnout. To further investigate the phenomenon of workplace FoMO, this study aims to explore the mediating role of workplace FoMO in the associations between workload and burnout while considering the moderating role of resilience. Additionally, the relationships between the variables can be theoretically explained with Job-Demands Resources Model. By delving into these relationships, this research will contribute to the existing literature by uncovering underlying mechanisms and providing valuable insights for future interventions and preventative measures.

Investigating Workplace FoMO as a Mediating Factor between Workload and Burnout

Building upon the understanding of workplace FoMO, we now turn our attention to the specific dimensions of workload. Workload is defined as having a lot of work to do and being under time pressure, and has been associated with lower job satisfaction and general psychological health (Ilies et al., 2015) and the dimensions of workload can be classified as quantitative, cognitive, and emotional. Quantitative workload refers to having a high amount of work and working hours, cognitive workload refers to mentally demanding work, and emotional workload refers to being in emotionally difficult situations at work (Wagena & Geurts, 2000). By investigating quantitative workload, cognitive workload, and emotional workload, we can gain a deeper understanding of the antecedents of workplace FoMO and its potential consequences. Also, since the relationship between workload and FoMO is found to be significant and positive (Hoşgör et al., 2020), workload might also predict workplace FoMO.

When people have high levels of workload, they can have a fear to miss out on events and network opportunities at work. The reasoning behind the relationship between different types of workloads and workplace FoMO can be explained in three different ways. Firstly, it can be caused by quantitative workload since they need too much work to do and they will not have time to attend other activities at work. Secondly, they might have a high cognitive workload and feel mentally exhausted to attend the activities. Lastly, they might have an emotional workload and they might lose their motivation to socialize more but still fear to miss out on events. In the same vein, burnout can be the consequence of these reasons. Feeling unpleasant emotions at work such as workplace FoMO may be related to burnout since the definition of burnout is the result of being unable and unwilling to put out the necessary effort at work to complete tasks correctly (Schaufeli et al., 2020). According to Budnick et al., (2020), workplace FoMO is found to be the predictor of work burnout. In the present study, it is expected to find the mediating role of workplace FoMO in the associations between workload and burnout. Therefore, contribute to the previous literature that investigated these terms separately. By investigating the potential mediating role of workplace FoMO in the relationship between workload and burnout, we aim to provide a comprehensive understanding of the underlying mechanisms that contribute to employee well-being.

Resilience as a Buffer against Workplace FoMO

Resilience is the capacity to adjust positively or to preserve or regain mental health despite adversity (Herrman et al., 2011). Therefore, in the current study, resilience is expected to play a role as a psychological buffering factor between workplace FoMO and burnout. According to Hao et al., (2022), resilience has been found to be a moderator between stress and academic burnout. In a study by Irshad et al., (2021), it is suggested that being more resilient can help with coping with FoMO that students have. In addition to the previous findings, the more resilient employees are, the less likely these employees are to develop burnout (West et al., 2020). In the same vein, resilience can represent how much resilience moderates the relationship between workplace FoMO and burnout and these results can contribute to taking further actions on workplace resilience interventions. In summary, our study aims to examine the mediating role of workplace FoMO, the impact of different workload dimensions, the moderating effect of resilience, and their collective influence on employee burnout. By investigating these relationships, we contribute to the existing literature and provide insights for developing effective interventions.

Workplace FoMO and The Job-Demand Resources Framework

The relationships between workload, workplace FoMO, resilience, and burnout were theoretically embedded in the health-impairment process of the Job Demands-Resources Model by Bakker and Demerouti (2017). According to the JD-R model, when job demands such as workload are experienced in high amounts and for a longer time, they instigate the health-impairment process and increase the chance of burnout (Bakker et al., 2014). Similar to the JD-R framework, the workload variable was expected to act as a job demand and be correlated with the burnout variable in the current study. Moreover, recent findings revealed that workplace FoMO is positively correlated with work burnout (Budnick et al., 2020). Therefore, the relationship between workload and burnout was expected to mediate by FoMO, because high workload can make employees work more, miss events at work and burn out.

In order to address the workplace FoMO within the theory, it is considered as a personal demand. According to Barbier et al., (2013), personal demands are the standards that people are putting on their performance and behavior that compel them to exert effort and are consequently linked to bodily and psychological consequences. Workplace FoMO is like personal demands because they are both personal factors that hamper someone to regulate and invest the proper amount of time and energy into work. Personal demands have been modeled as a moderator within the health-impairment process (Bakker & Demerouti, 2017), and as a predictor of perceived job demands (Zeijen et al., 2021). We consider workplace FoMO as a personal demand that will mediate the relationship between workload and burnout. Since experienced pressure at work exhausts and burns employees out, it fuels employees' insecurity and anxiety (Pamungkas & Rozamuri, 2022), and the more workload, the fewer time employees can be present at all events and meetings, which may automatically fuel employees' fear to miss out and burnout even more. Based on this reasoning, FoMO acts as a personal risk factor and a mediator in the present study.

Next to the personal demands, for a longer time, the JD-R model has recognized personal resources. Personal resources are individuals' perceptions of how much control they have over their surroundings which is generally linked to resilience (Xanthopoulou et al., 2007). Personal resources like resilience have been modeled as moderators (in the JD-R model) on the relationship between unfavorable work characteristics and negative outcomes (Xanthapoulou et al., 2007). As Li et al., (2023) stated, interventions to decrease negative emotions such as FoMO should focus on enhancing the levels of resilience since it involves positive emotions, positive cognition, and the capacity to recover. Thus, when people

experience workplace FoMO and they are highly resilient, they will be less likely to experience burnout since the negative emotions from FoMO will be protected by their capacity to adjust positively. Resilience was expected to be the moderator and act as a buffer between workplace FoMO and burnout. Based on this reasoning, we investigated to what extent resilience can be considered as a protective factor against burnout and whether it plays a role in buffering the expected negative effects of FoMO on burnout by increasing employees' capacity to recover.

Current Study

As it is explained in the previous paragraphs, the literature shows that workload and FoMO are both factors that increase the chance of burnout (Budnick et al., 2020). However, there is not any research on the mediating role of the workplace FoMO and the moderating role of resilience within the workplace FoMO context. The present study contributes to the literature in three ways. Firstly, it uncovers how workplace FoMO, workload, and burnout relate to each other since this it is important to understand the contribution of the emerging topics such as FoMO to working adults' well-being. Secondly, examining emotional, cognitive, and quantitative aspects of workload will help us to understand the antecedents of FoMO since it might be beneficial to know which aspects of workload should be focused on to create meaningful interventions in the future. Lastly, existing approaches investigated mostly the negative aspects of FoMO (Fridchay & Reizer, 2022). In this study, including resilience as a protective factor might lead to some positive results that can help people reduce workplace FoMO in the future. To illustrate, according to Beddoe and O'Murphy (2004), increasing students' resilience through mindfulness practices was found to decrease their stress levels by 75%. Additionally, another intervention can focus on workload by providing employees with job crafting opportunities coherent with their workload type since employees who have participated in job crafting activities showed decreased burnout (Tims, Bakker, & Derks, 2013). Taken together, by focusing on resilience as a potential buffering mechanism of the negative effects of FoMO, the study contributes to the literature by providing insight into which interventions and preventative measures may be suitable. In order to put the findings in a solid foundation, the theories are explained with the Job-Demands Resources Framework.

In addition to the previous research about workplace FoMO, burnout, workload, and resilience, this study aims to investigate the research question "Can fear of missing out (FoMO) explain the relationship between workload and burnout?". The specific objective of this study is to examine the mediating role of workplace FoMO in the relationship between

different dimensions of workload and burnout, while also investigating the moderating effect of resilience. In order to answer the research question, the following hypothesis will be tested:

Hypothesis 1a: Workplace FoMO mediates the relationship between cognitive workload and burnout.

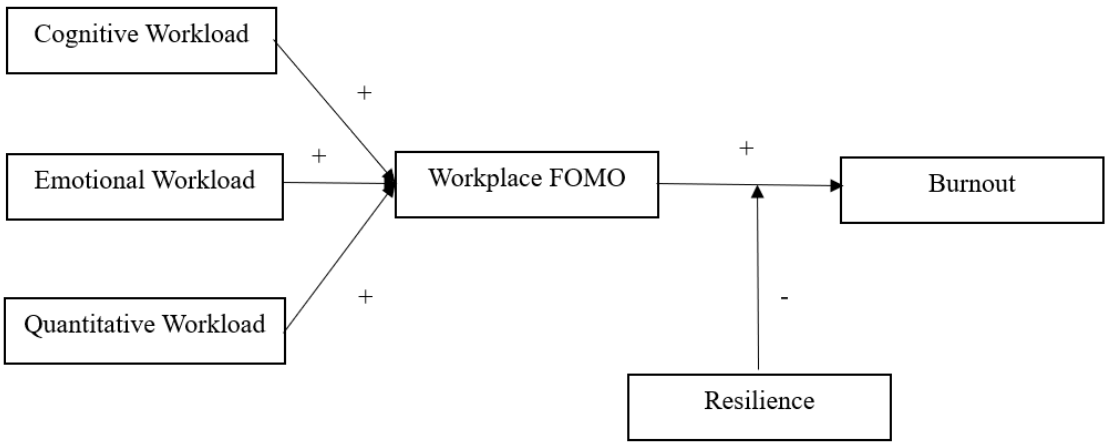
Hypothesis 1b: Workplace FoMO mediates the relationship between emotional workload and burnout.

Hypothesis 1c: Workplace FoMO mediates the relationship between quantitative workload and burnout.

Hypothesis 2: Resilience moderates the relationship between workplace FoMO and burnout in such a way that the relationship between workplace FoMO and burnout is weaker when resilience is high vs. low.

Figure 1

The research model representing the hypotheses in the current study



Methods

Participants

According to the power analysis performed in G*power (version 3.1.9.7) by Faul et al. (2009), N = 244 participants were needed to test the mediations independently and reach 80% power to find small effect size (f2 =.04) at an error probability of =.05. Specifically, 244 people were required to explore the impact of interactions. During the participant collection process, 302 participants started the survey. However, only 163 people were eligible to be included in the data analysis, indicating a dropout rate of approximately 46%. People who did

not fully complete the survey and did not meet the inclusion criteria were excluded from the analysis (*n* = 139). Therefore, the statistical analysis and conclusions were based on 163 people who completed the survey.

According to the demographics, there were 72 male participants, 88 female participants, 2 non-binary participants, and 1 participant who preferred not to indicate their gender. In total, participants' ages were ranging from 20 to 64 and the average age was 33,28 (SD = 12,51). The participants worked 38,19 hours per week on average, including the working overtime (SD =12,19). Out of 163 participants, 82 individuals reported having completed a Bachelor's degree as their highest level of education. Additionally, 36 participants indicated holding a Master's degree, while 26 participants reported having obtained a Ph.D. degree. The rest of the participants chose high school and vocational education options. Moreover, most of the participants stated that they work in Turkey, Netherlands, Hungary, and Germany. The majority of the participants were working in the sectors such as Healthcare, Computer Technologies, Education, and Finance in order.

Procedure and Study Design

This study employed a quantitative cross-sectional design to investigate the relationship between workplace Fear of Missing Out (FoMO), workload dimensions, resilience, and burnout. The aim was to address the research question and hypotheses using quantitative data collection and analysis. The study utilized online surveys to collect data from employees across various industries. In addition, Ethical approval was obtained from the Ethics Review Board of the Social & Behavioral Sciences Faculty at Utrecht University before starting the study (23-0029).

Participants for the study were recruited using a snowball sampling technique through popular social media platforms such as LinkedIn, WhatsApp, and Facebook. The inclusion criteria required participants to be proficient in reading and comprehending English, aged between 18-60 years old, and working in an organization for a minimum of 12 hours per week. Prior to completing the survey, participants were provided with an information letter that outlined the purpose of the study, its procedures, participation criteria, participants' rights, and contact information of the researchers. Participation in the survey was completely voluntary and anonymous. Participants were asked to provide informed consent before proceeding with the survey. Subsequently, participants responded to questions related to their

demographics, burnout, workload, workplace FoMO, and resilience. The survey was conducted in English using the online survey platform Qualtrics.

Measures

Demographics

The survey included demographic questions about participants' country of residence, age, gender, education level, and work characteristics. The demographics questionnaire includes items such as “Which sector do you work in?” and “In which country do you currently work?”.

Burnout

The burnout variable was measured by the short version of The Burnout Assessment Tool with the subdimensions of exhaustion, mental distance, impaired emotional impairment, and cognitive impairment (Schaufeli et al., 2020). The questionnaire is a self-report questionnaire consisting of 12 items with a five-point Likert scale ranging from never (1) to always (5). The exhaustion dimension includes 3 items. (e.g., At work, I feel mentally exhausted.). The mental distance dimension includes 3 items. (e.g., I struggle to find any enthusiasm for my work.) The emotional impairment dimension includes 3 items. (e.g., At work, I feel unable to control my emotions.). The impaired cognitive impairment dimension includes 3 items. (e.g., When I’m working, I have trouble concentrating.). The Cronbach’s value was found to be good for all 12 items (α=.86).

Workload

Three dimensions of workload were measured which are emotional workload, cognitive workload, and quantitative workload. The workload variable was measured with The Copenhagen Psychosocial Questionnaire III (COPSOQ III) (Llorens-Serrano et al., 2020). In the present study, 11 questions from the measurement were used in order to measure 3 types of workloads, and the questions were asked to answer with a 5-point Likert scale ranging from hardly ever (1) to always (5) (α=.86). The emotional workload dimension includes 3 items. (e.g., Is your work emotionally demanding?) (α=.76). The cognitive workload dimension includes 4 items. (e.g., Does your work require you to make difficult decisions?) (α=.70). The quantitative workload dimension includes 4 items. (e.g., Do you have enough time for your work tasks?). The Cronbach’s value was found to be acceptable for 11 items from the scale (α=.71).

Workplace FoMO

In order to measure the workplace FoMO, the items from the Workplace FoMO Scale were used (Budnick et al., 2020). The scale consists of 10 items. Examples of items are "I worry that I might miss important work-related updates" and "I get anxious that I will miss out on an opportunity to make important business connections.". The Cronbach's value was found to be excellent for the Workplace FoMO scale (α=.92).

Resilience

In order to measure resilience, only the dimension of resilience from the Psychological Capital Questionnaire (PSYCAP) was used (Luthans et al., 2007). The questionnaire included 6 items with a Likert scale ranging from strongly disagree (1) to strongly agree (6) (e.g., I can get through difficult moments in work because I have experienced difficulty before. The Cronbach's value was found to be good for 6 items in the questionnaire (α=.85).

Statistical Analysis

Firstly, the participant data were exported from Qualtrics and transferred to SPSS. Secondly, all data were cleaned from missing and incorrect data entries in SPSS. In order to standardize all the items in the questionnaire, two items were recoded into different variables, one item was from the workload scale and the other item was from the resilience scale. After the data set was cleaned, the statistical analyses were carried out. For the statistical analysis, SPSS Statistics 28 was used to perform the calculations using the PROCESS macro model 14 for moderated mediation (Hayes, 2017).

Results

Descriptive Analysis

The descriptive analysis was conducted in order to understand the characteristics of the data. In addition, correlation analysis was conducted to identify whether there is a significant relationship between the variables. The correlation results according to the Pearson correlation were statistically significant and $p<.05$. Therefore, burnout was found positively correlated with workload and workplace FoMO and negatively correlated with resilience (Table 1).

Table 1

Means, Standard Deviations (SD), and correlations between the variables

Variable	Mean	SD	1	2	3	4
1. Burnout	28.20	7.37	1			
2. Workload	31.66	6.81	.270**	1		
3. Workplace FoMO	26.92	9.17	.276**	.295**	1	
4. Resilience	25.77	4.20	-.219**	.178*	-.026	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Statistical Assumptions

The statistical assumptions for regression, mediation, and moderation were checked before running the process model. Firstly, the normality assumption was checked by the Shapiro-Wilk test results. According to the test of normality, the burnout variable significantly deviates from a normal distribution since the p-value is lower than 0.05, while the workload, workplace FoMO, and resilience variables do not show significant deviations from normality. Therefore, logarithmic transformation is applied to the burnout variable in order to transform the data closer to the normal distribution. Secondly, the linearity assumption was checked by examining scatter plot analysis in SPSS. According to the scatterplot results, the relationship between burnout and workplace FoMO, burnout and workload, burnout and resilience, and workplace FoMO and resilience showed linearity. Therefore, all the relationships between the variables met the linearity assumption. In terms of independence, all the data points are checked so that they are not correlated or influenced by each other. Thus, this assumption has been met as well. In addition, the assumption about the absence of multicollinearity was met by examining the correlation matrix. According to the correlation table, the correlation coefficients of the predictors are not more than .2, therefore there is no multicollinearity. Lastly, the assumption for homoscedasticity was met by examining scatterplots of the residuals against the predicted values.

Hypothesis Testing

Before testing the hypotheses, a moderated mediation analysis was conducted for explorative purposes. This analysis examined whether the three dimensions of workloads together are predicting workplace FoMO and burnout. It revealed that there is a significant

direct effect of the three dimensions of workloads on workplace FoMO, b = 0.39, t = 3.77, p = .0002, 95% CI [.189, .605]. The following regression model showed that the workload significantly predicted burnout, b = 0.008, t = 2.49, p = .01, 95% CI [.001, .014]. However, the results demonstrated that workplace FoMO did not significantly predict burnout.

The Role of Cognitive Workload in Mediation (Hypothesis 1a)

The aim of the second analysis was to investigate if workplace FoMO mediates the relationship between cognitive workload and burnout. The results showed that there is a significant positive relationship between cognitive workload and workplace FoMO (b = .58, t = 2.67, p = .008, 95% CI [.151, 1.00]), which means the higher levels of cognitive workload were associated with higher levels of workplace FoMO. The process model also examined the relationship between cognitive workload, workplace FoMO, burnout, and resilience. The results demonstrated that the model was significant (p = .0006), indicating that the combined variables accounted for a significant amount of variance in burnout. According to the results among the individual predictors, only resilience showed a significant negative association with burnout (b = -0.04, t = -2.36, p = .01, 95% CI [-.080, -.007]), meaning that higher levels of resilience were associated with lower levels of burnout. However, the relationship between cognitive workload and burnout was not significant (b = .001, t = .19, p = .84, 95% CI [-.01, -.01]). When workplace FoMO as a mediator was included in the analysis, the relationship between cognitive workload and burnout remained insignificant (b = .001, t = .19, p = .84, 95% CI [-.011, -.013]).

According to the moderated mediation index, the result was not significant therefore, there is no significant evidence to support the moderation effect of resilience on the indirect relationship between cognitive workload and burnout through workplace FoMO (Index = .0006, 95% CI [-.0001, .0017]). In conclusion, Hypothesis 1a was not supported.

The Role of Emotional Workload in Mediation (Hypothesis 1b)

The third analysis was conducted in order to investigate whether workplace FoMO mediates the relationship between emotional workload and burnout. The results showed that the relationship between emotional workload and workplace FoMO was not statistically significant (b = .43, t = 1.79, p = .07, 95% CI [-.04, .91]). Although the model's overall fit was statistically significant for the burnout variable (p = .0004), the individual predictors which are emotional workload (b = .01, t = 1.78, p = .07, 95% CI [-.001, .025]) and workplace FoMO (b = -.19, t = -1.11, p = .26, 95% CI [-.05, .01]) did not show significant effects on

burnout. The only variable that showed significant results on burnout was resilience (b = -.04, t = -2.30, p = .02, 95% CI [-.077, -.005]). When workplace FoMO was introduced in the analysis as a mediator, the relationship between emotional workload and burnout remained insignificant (b = .01, t = 1.78, p = .07, 95% CI [-.001, .025]). Moreover, the index of moderated mediation was not statistically significant (Index = .0004, 95% CI [-.0001, .0014]). Therefore, Hypothesis 1b was not supported.

The Role of Quantitative Workload in Mediation (Hypothesis 1c)

The fourth analysis investigated whether Workplace FoMO mediates the relationship between quantitative workload and burnout. The results indicated that there is a significant positive relationship between quantitative workload and workplace FoMO (b = .80, t = 3.26, p = .001, 95% CI [.31, 1.29]), meaning that higher levels of quantitative workload were related to higher levels of workplace FoMO. In addition, the process model also showed that quantitative workload significantly predicted burnout (b = .02, t = 3.90, p = .0001, 95% CI [.01, .03]). However, workplace FoMO as a mediator (b = -.01, t = -.85, p = .39, 95% CI [-.04, .01]) and resilience as a moderator (b = -.03, t = -1.87, p = .06, 95% CI [-.068, .001]) did not show a significant effect on burnout.

According to the moderated mediation index, the result was not significant therefore, there was no significant evidence to support the moderation effect of resilience on the indirect relationship between quantitative workload and burnout through workplace FoMO. As a result, Hypothesis 1c was also not supported (Index = .0006, 95% CI [-.0003, .0019]).

The Role of Resilience in Moderation (Hypothesis 2)

According to the first analysis, it was also tested resilience moderates the relationship between workplace FoMO and burnout. First, it was found that resilience is predicting burnout (b= -.04, t = -2.23, p = .02, 95% CI [-0.076, -0.004]) when other variables are controlled. In other words, higher levels of resilience are related to lower levels of burnout. However, the interaction between workplace FoMO and resilience was not statistically significant (p = .18). This demonstrated that there is no statistically significant moderation effect of resilience on the relationship between workplace FoMO and burnout. On the other hand, the results from the bootstrap analysis showed a significant moderating effect of resilience on the relationship between workplace FoMO and burnout (b = -0.04, 95% CI [-.074, -.008]). Therefore, this would suggest that resilience does play a role in influencing the relationship. As a result, Hypothesis 2 was inconclusive since the results were conflicting.

Discussion

As the concept of FoMO is becoming more prevalent in social life, it also started to be common in the workplace. Therefore, the need for investigating the effects of workplace FoMO on employees' well-being has emerged. The aim of this study was to unravel the factors that influence workplace FoMO and their relationship with burnout and to gain insights into the role of resilience as a buffering mechanism. In order to do so, the relationships between workload, workplace FoMO, resilience, and burnout were theoretically embedded in the health-impairment process of the Job Demands-Resources Model (Bakker & Demerouti, 2017). Utilizing the JD-R as the underlying framework, the workload was considered as a job demand and was expected to appear as a risk factor for burnout. The workplace FoMO was considered as a personal demand and was expected to mediate the relationship between workload and burnout. Resilience was considered as a personal resource and was expected to moderate the relationship between workplace FoMO and burnout like a buffering mechanism.

Three Dimensions of Workloads and Workplace FOMO

It was expected that the employees with high cognitive, emotional, and quantitative workloads would experience higher levels of workplace FoMO and higher levels of burnout as it was mentioned in Hypothesis 1a, 1b, and 1c. The findings from the first analysis indicated that the three dimensions of workloads together predicted workplace FoMO as expected. When employees face higher levels of emotional, cognitive, and quantitative workload, it is associated with an increased likelihood of experiencing workplace FoMO. This could mean that employees who have a higher workload cannot attend social events or networking opportunities at work due to their workload, thus they experience workplace FoMO. When each workload type was investigated separately, it is found that cognitive workload was significantly associated with workplace FoMO and quantitative workload was significantly associated with workplace FoMO. However, the emotional workload was not significantly associated with workplace FoMO. Since cognitive workload requires employees to process large amounts of information and make critical decisions at work. This may lead to a sense of urgency and a fear of missing out on important updates, decisions, or opportunities within the workplace. That could be the reason why individuals with high cognitive workloads perceived that they need to constantly stay connected and be aware of what is happening to avoid being left behind. In the same vein, employees who have high levels of

quantitative workload experience a heavy workload with multiple tasks or tight deadlines, they may feel overwhelmed and pressured to keep up with the demands. Therefore, this can contribute to a fear of missing out on relevant information, events, or collaborations, as they may feel that they do not have enough time or capacity to fully engage in all aspects of their work.

On the other hand, a high emotional workload involves managing and regulating emotions, dealing with conflicts, and providing emotional support to others. While the emotional workload can be challenging, the results showed that it may not be directly linked to workplace FoMO. The reasoning behind this might be due to the fact that emotional workload primarily focuses on the emotional aspects of work rather than the informational or task-related aspects that are often associated with workplace FoMO. Another explanation for this could be explained by the participant's occupational sectors. As it is mentioned by Bakker and Demerouti (2017), job demands such as workload can depend on the occupational sector and level of education. Since the participants are mostly working in sectors which require a lot of quantitative and cognitive workload rather than emotional workload such as Healthcare, Finance, and Computer Technologies.

The Mediating Effect of Workplace FoMO

It was expected that workplace FoMO as a personal demand that would mediate the relationship between workload and burnout. Contrary to the expectations, the results demonstrated that workplace FoMO did not mediate the relationship between workload and burnout. Although the correlation matrix indicated a significant relationship between workplace FoMO and burnout, our regression model did not find workplace FoMO to be a significant predictor for burnout. However, the workload significantly predicted burnout. One potential explanation could be that the other factors or mechanisms at play that directly link workload to burnout, bypassing the influence of FoMO. In addition, it is possible that workload directly contributes to burnout through factors like excessive stress, long working hours, lack of control, or insufficient resources, without the need for workplace FoMO to mediate this relationship. On the other hand, there could be other variables or factors that mediate the relationship between workload and burnout, which were not considered in the study such as workplace dynamics, organizational culture, or social support could potentially play a more significant role in mediating the effects of workload on burnout. To illustrate, the study by Diehl et al., (2021) indicated that the relationship between quantitative workload and

burnout was mediated by workplace commitment. Hence, workplace FoMO may be overshadowed by these other factors, leading to its non-significant mediation in the study.

The Moderating Effect of Resilience

It was expected that people with higher levels of resilience would experience lower levels of burnout as it was mentioned in Hypothesis 2. Thus, resilience was expected to work as a personal resource and adjust the negative emotions from workplace FoMO. The findings from the moderation analysis showed conflicting results regarding the role of resilience in the relationship between workplace FoMO and burnout. On one hand, the initial analysis revealed a significant direct effect of resilience on burnout, indicating that higher levels of resilience are associated with lower levels of burnout in employees. On the other hand, when examining the moderation effect, the interaction term between workplace FoMO and resilience was not statistically significant. This suggests that if people have high resilience or not did not influence their experience of workplace FoMO on burnout. While resilience did not moderate the relationship between workplace FoMO and burnout, it is important to consider the results of the bootstrapped analysis, which demonstrated a significant moderating effect of resilience on the relationship between workplace FoMO and burnout. These findings suggest that, despite the lack of statistical significance in the interaction term, resilience does play a role in influencing the relationship between workplace FoMO and burnout.

According to the previous research, resilience has been found to be a preventative factor against burnout (Colin et al., 2020). Furthermore, resilience emerged as a coping strategy for FoMO that students experienced (Irshad et al., 2021). Based on these findings, resilience was expected to be the moderator factor between workplace FoMO and burnout. Therefore, burnout would act as a buffer mechanism and decrease the chance of burnout caused by workplace FoMO for people with high levels of resilience. Similar to the study by Finstad et al., (2021), the reason why resilience might play a role as a moderator between workplace FoMO and burnout is resilient employees may possess effective coping strategies that help them reduce the negative effects of workplace FoMO. Another explanation can be that resilient individuals tend to have better emotional regulation skills which might allow them to regulate their reactions to the feelings related to FoMO. Therefore, employees with high resilience may be better at managing feelings of anxiety that are associated with FoMO and reduce the possibility of burnout. On the contrary, the reason why did not moderate the relationship between workload and burnout might be that while resilience can provide some protection against burnout if the stressors related to workplace FoMO are overwhelming and

persistent, even highly resilient individuals may struggle to mitigate the impact. The cumulative effects of excessive workload, high expectations, and constant social comparison may eventually outweigh an individual's resilience. Another explanation can be, since resilience might not directly address the underlying causes of workplace FoMO, it may be more effective in managing the consequences of FoMO rather than altering the experience itself. Therefore, resilience may not significantly moderate the relationship between workplace FoMO and burnout.

Strengths, Limitations, and Further Research

The strength of the study was covering multiple types of workloads and investigating their individual effects on workplace FoMO and burnout. This approach provided a deeper understanding of the underlying mechanisms of these relationships. As a result, the findings created a more comprehensive analysis of the different aspects of work that can impact employee well-being.

Furthermore, this study has some limitations that need to be noted. The study acknowledged the limitations of sample size, which may have affected the statistical power and generalizability of the findings. Therefore, a larger sample size would provide better estimates and enhance the validity of the results. Another limitation was the design of the study. Since the cross-sectional design was used in the current study, it may have been limited to drawing causal conclusions and misrepresenting the relationships between the variables (Fuller et al., 2016). In addition, the study relied on self-report measures, which are subject to potential biases such as social desirability bias (Grimm, 2010). Moreover, the majority of the data included employees in specific industries, which may limit the generalizability of the findings to other sectors.

Additionally, further research could explore additional factors that may mediate the relationship between workloads and burnout. To illustrate, organizational culture, social support, or job resources could be investigated as potential mediators to provide a more comprehensive understanding of the underlying mechanisms. Additionally, the study examined the moderating role of resilience but did not find significant results. Thus, further research could explore alternative personal resources or individual characteristics that may influence the relationship between workplace FoMO and burnout. As mentioned in the limitations, longitudinal studies could be conducted instead of cross-sectional studies to examine the causal relationships between workloads, workplace FoMO, resilience, and

burnout over time. This approach might provide stronger evidence for the proposed relationships and allow for the examination of temporal dynamics. Also, the use of objective measures or multiple sources of data could strengthen the validity of the findings instead of using self-measurement techniques. Moreover, the study primarily focused on quantitative data analysis. Incorporating qualitative methods, such as interviews or focus groups, could provide richer insights into individuals' experiences of workloads, workplace FoMO, resilience, and burnout. Therefore, this qualitative data could complement the quantitative findings and provide a more holistic understanding of the phenomenon. A last recommendation for future research could be to include a more diverse range of industries to increase the external validity of the findings.

Practical and Theoretical Implications

The results from this study can be applied in organizations in numerous ways in order to improve employee well-being. In the present study, it is found that there is a positive relationship between cognitive workload and workplace FoMO, and quantitative workload and workplace FoMO. This relationship indicates that a high workload on employees might be associated with negative emotions which can be harmful to employee wellbeing. Specifically, cognitive workload and quantitative workload were found to be significantly related to workplace FoMO. Therefore, organizations should be aware of the outcomes of giving high workloads to their employees and which type of workload they are giving to their employees. Guest (2017) found that practices that are designed to enhance employee well-being have a potential to improve organizational performance. That is why, organizations should have a closer look into the workload of their employees and promote well-being in their workplaces by organizing workshops about recovery after work or social events that allow everyone to join and not miss out because of their workload.

According to this result, it can be interpreted that organizations should take action on improving the resilience of employees if they experience burnout. In order to implement this action, organizations can initiate programs such as the ‘Promoting Adult Resilience’ program that was mentioned in Foster et al., (2018). In this program, companies can aim to promote adult resilience, techniques for stress management, and ways to improve employee well-being in order to reduce burnout at the workplace.

Additionally, this study contributed the literature by being the first study that investigated the mediating effect of workplace FoMO between workload and burnout, and

moderating effect of resilience between workplace FoMO and burnout. The results from the study demonstrated the theoretical implication of workplace FoMO explained by the Job-Demand Resources model. While the results validated the findings of existing literature on the relationship between workload and burnout, and resilience and burnout, it can also be an inspiration for the future theoretical implications of the mediating role of workplace FoMO between different variables.

Conclusion

In conclusion, the current study investigated the mediation effect of workplace FoMO between workload and burnout and the moderation effect of resilience. However, the results of this study did not fully support the hypothesized relationships between workload dimensions, workplace FoMO, resilience, and burnout. While there were significant associations between certain variables, the moderation and mediation effects were not consistently observed. These findings suggested that additional factors and variables might play a role in the complex dynamics between workload, workplace FoMO, resilience, and burnout. Nevertheless, this study contributes to the growing body of literature on workplace FoMO, workload, resilience, and burnout. Most importantly, the findings underscored the importance of considering these factors in the context of employee well-being and highlighted the need for organizational interventions and support systems to mitigate burnout and promote resilience in the workplace.

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Appendix A

Information Letter UU Research on Workplace Fear of Missing Out (FoMO)

Thank you for your interest in our study! Before you participate, it is important that you understand why we do this study and what it involves. Please take the time to read this information. If anything is unclear, do not hesitate to contact our research team. We highly appreciate your participation!

This research aims to gain insight into the relationship between workplace Fear of Missing Out (FoMO) and well-being and performance at work. Workplace FoMO arises when employees perceive that they are missing out on workplace opportunities when absent or not digitally connected with their colleagues. With this research, we want to gain more insights into the causes and consequences of this phenomenon.

In case you decide to participate, we will ask you to fill out an online questionnaire answering questions about your work experiences, personal characteristics, and motivations. You will also be asked to answer a few statements about the extent to which you experience Fear of Missing Out at work. On average, it takes about 15 minutes to complete the questionnaire. We would like to invite you to answer the questions honestly and intuitively, it is your first instinct that matters. Moreover, there are no right or wrong answers.

You can participate if you:

- Can read and understand English

- Are above 18 years old

- Work in an organization for at least 12 hours per week

Participating is voluntary. You are free to decide whether you take part in this study and can stop participating at any moment during the survey without giving a reason for doing so, and without consequences.

This research has been approved by the Ethical Review Committee of the Faculty of Social Sciences, Utrecht University. The collected data will be completely anonymized, so that answers cannot be traced back to people. The researchers will only have access to the completely anonymized versions of the data for the remainder of the study. The research data will be kept on a server for a minimum of 10 years after the publication of the research. This is in accordance with the guidelines of the VSNU Association of Universities in the

Netherlands. More information about privacy can be found at https://autoriteitpersoonsgegevens.nl/nl/onderwerpen/avg-europese-privacylegislation.

If at any time you have questions about this study, your participation, or the treatment of your data, you can send an email to g.memis@students.uu.nl, m.haafkes@students.uu.nl or c.m.zimianiti@students.uu.nl.

In addition, if, following the questionnaire, you feel the need to talk about your (work) situation, you can contact the students mentioned above. Comments and questions can also be emailed to our supervisor, Dr. Maria Peeters (m.peeters@uu.nl).

If you want to submit an official complaint about the research, you can do so via the complaints officer of the Faculty of Social Sciences of Utrecht University, via klachtenfunctionarisfetcsocwet@uu.nl.

Many thanks!

The research team: Gökçe Memiş, Mabel Haafkes and Chrysoula Maria Zimianiti

Utrecht University, Department of Psychology – Social, Health, and Organisational Psychology

Research Consent Form

I have read the introduction above and have been fully informed about the purpose of the research and the way in which my data is handled. I know that taking part is completely voluntary. I understand that I can withdraw my consent at any time during the study, without giving reasons and without consequences.

If you would like to participate in the survey and agree to the above, please click 'I consent' below to continue with the survey. If you do not agree, you will unfortunately not be able to participate in this study. In that case, you will be redirected to the end of the survey.

Appendix B

Scales

Items for measuring Resilience (Luthans et al., 2007)

Below are statements that describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

1. When I have a setback at work, I have trouble recovering from it, moving on.
2. I usually manage difficulties one way or another at work.
3. I can be "on my own" so to speak, at work if I have to.
4. I usually take stressful things at work in stride.
5. I can get through difficult times at work because I have experienced difficulty before.
6. I feel I can handle many things at a time at this job.

Items were rated from on a six-point Likert scale ranging from 'strongly disagree' to 'strongly agree'.

Items for measuring Workplace FoMO (Budnick et al., 2020)

Please indicate your agreement with each statement while thinking of how you typically feel or feel on average when away (e.g., off duty) or disconnected (e.g., not available via email, text, or instant messaging devices) from work. When I am absent or disconnected from work...

1. I worry that I might miss important work-related updates.
2. I worry that I might miss out on valuable work-related information.
3. I worry that I will miss out on important work-related news.
4. I worry that I will miss out on important information that is relevant to my job.
5. I worry that I will not know what is happening at work.
6. I get anxious that I will miss out on an opportunity to make important business connections.
7. I am constantly thinking that I might miss opportunities to strengthen business contacts.
8. I am constantly thinking that I might miss opportunities to make new business contacts.
9. I worry that I will miss out on networking opportunities that my coworkers will have.

10. I fear that my coworkers might make business contacts that I will not make.

Items were rated from on a five-point Likert scale ranging from 'strongly disagree' to 'strongly agree'.

Items for measuring Workload (Llorens-Serrano et al., 2020).

Please consider each of the following statements and indicate how well the descriptions fit your situation at work.

Quantitative Demands

1. Is your workload unevenly distributed so it piles up?
2. How often do you not have time to complete all your work tasks?
3. Do you get behind with your work?
4. Do you have enough time for your work tasks?

Cognitive Demands

5. Do you have to keep your eyes on lots of things while you work?
6. Does your work require that you remember a lot of things?
7. Does your work demand that you are good at coming up with new ideas?
8. Does your work require you to make difficult decisions?

Emotional Demands

9. Does your work put you in emotionally disturbing situations?
10. Do you have to deal with other people's personal problems as part of your work?
11. Is your work emotionally demanding?

Items were rated from on a five-point Likert scale ranging from 'hardly ever' to 'always'.

Items for measuring Burnout (Schaufeli et al., 2019)

The following statements are related to your work situation and how you experience this situation. Please state how often each statement applies to you.

Exhaustion

1. At work, I feel mentally exhausted.
2. After a day at work, I find it hard to recover my energy.
3. At work, I feel physically exhausted.

Mental Distance

4. I struggle to find any enthusiasm for my work.
5. I feel a strong aversion towards my job.

6. I'm cynical about what my work means to others.

Cognitive Impairment

7. At work, I have trouble staying focused.
8. When I'm working, I have trouble concentrating.
9. I make mistakes in my work because I have my mind on other things.

Emotional Impairment

10. At work, I feel unable to control my emotions.
11. I do not recognize myself in the way I react emotionally at work.
12. At work I may overreact unintentionally.

Items were rated from on a five-point Likert scale ranging from 'never' to 'always'.