

**DISPOSITIONAL AND SITUATIONAL CORRELATES
OF FEAR OF MISSING OUT AT WORK**



İREM AKYILDIZ KANAT

ÖZYEĞİN UNIVERSITY
AUGUST, 2024

DISPOSITIONAL AND SITUATIONAL CORRELATES OF FEAR OF MISSING OUT AT WORK

by
İrem Akyıldız Kanat

Thesis
Submitted in Partial Fulfillment of the
Requirements for the Degree of

Master of Arts

in
Industrial and Organizational Psychology

Advisor: Assoc. Prof. Gökçe Tarcan Kumkale

Graduate School of Social Sciences
Özyeğin University
İstanbul

August, 2024

DISPOSITIONAL AND SITUATIONAL CORRELATES OF FEAR OF MISSING OUT AT WORK

Approved by:

Assoc. Prof. Gökçe Tarcan Kumkale, Advisor
Department of Psychology
Özyeğin University

Prof. Gül Canan Ergin
Department of Psychology
Özyeğin University

Asst. Prof. Barış Sevi
Department of Psychology
MEF University

Approval Date: 15.08.2024

To myself and all FOMO sapiens.



DECLARATION OF ORIGINALITY

I hereby declare that I am the sole author of this thesis and that this is the true copy of my thesis, including the final revisions, approved by my thesis committee. All data and information have been obtained, produced, and presented in accordance with the rules of research ethics and principles of academic honesty. As required by these rules, to the best of my knowledge I have acknowledged ideas, thoughts, and any copyrighted material in accordance with the standard referencing rules. I certify that any part of this thesis has not been submitted for a degree or diploma in another educational institution.

İrem Akyıldız Kanat

ABSTRACT

Fear of missing out (FOMO) has become a phenomenon studied in different disciplines, with increasing numbers of studies in recent years. Although this phenomenon is often paired with social media and internet use, current studies show that it is not only related to these concepts. With recent research, FOMO studies in business life have begun to appear in the literature, and since FOMO is a new concept, there are various conceptual gaps. We define workplace FOMO (wFOMO) as *the fear of missing out on valuable work opportunities, developments, and relationships in the workplace context*. Using the decision tree methodology, we measured its relationship with various related dispositional and situational concepts. We also included job search behavior in our study to demonstrate the effect of wFOMO. As a result of the analysis, the wFOMO level was also high in cases where people's social comparison orientation was high, and the perception of uncertainty conditions in the workplace was high. By finding that if wFOMO is high, job search behavior is also high, we underline that wFOMO is an essential concept for individuals and organizations.

Keywords: Fear of missing out, workplace FOMO, dispositional variables, situational variables, job search behavior

ÖZET

Gelişmeleri Kaçırma Korkusu (FOMO) son yıllarda artan sayıda çalışmalarla farklı disiplinlerde çalışılan bir olgu haline gelmiştir. Bu olgu sıklıkla sosyal medya ve internet kullanımıyla ilişkilendirilse de mevcut araştırmalar bunun sadece bu kavramlarla ilgili olmadığını gösteriyor. Son dönemde yapılan araştırmalarla birlikte iş hayatındaki FOMO çalışmaları literatürde yer almaya başlamış olup, FOMO yeni bir kavram olduğundan çeşitli kavramsal boşluklar bulunmaktadır. İş yeri FOMO'sunu *işyeri bağlamındaki değerli iş fırsatlarını, gelişmeleri ve ilişkileri kaçırma korkusu* olarak tanımlıyoruz. Karar ağacı metodolojisini kullanarak bunun çeşitli ilgili eğilimsel ve durumsal kavramlarla ilişkisini ölçtük. İş yeri FOMO'sunun etkisini göstermek için çalışmamıza iş arama davranışını da dahil ettik. Analiz sonucunda kişilerin sosyal karşılaştırma yöneliminin yüksek olduğu ve işyerindeki belirsizlik koşulları algısının yüksek olduğu durumlarda iş yerinde yaşanan FOMO düzeyinin de yüksek olduğu görülmüştür. İş yerinde yaşanan FOMO yüksekse iş arama davranışının da yüksek olduğunu tespit ederek iş yerinde FOMO'nun bireyler ve kuruluşlar için önemli bir kavram olduğunun altını çiziyoruz.

Anahtar Kelimeler: Gelişmeleri kaçırma korkusu, iş yeri FOMO'su, eğilimsel değişkenler, durumsal değişkenler, iş arama davranışı

ACKNOWLEDGMENTS

To begin with, I am grateful to my thesis advisor, Assoc. Prof. Tarcan Kumkale, for his insightful suggestions and valuable comments during the learning journey. In addition, I owe special thanks to him for inspiring my enthusiasm for learning and research and supporting me during the thesis process.

I would like to thank Assoc. Prof. Tarcan Kumkale, Prof. Canan Ergin, and Prof. Canan Sümer inspired and provided me with different perspectives by attending their classes in this master's program. I am also grateful to the esteemed jury members Prof. Canan Ergin and Asst. Prof. Barış Sevi, who took part in my thesis defense, for sparing their valuable time and contributing to the development of this study with their helpful suggestions.

I am also thankful to my managers and teammates who have contributed to my business life and supported me throughout this process, the experts with whom I brainstormed and received valuable opinions while shaping my thesis topic, and everyone who contributed to science by participating in my survey.

Last but most importantly, I would like to thank my family and friends, who have always supported me throughout the thesis process and have never withheld their love and understanding. I owe special thanks to my dear spouse, Furkan Berkay Kanat, who has been by my side with his patience, love, and support throughout this challenging journey. Your presence has made this process much easier and more meaningful for me.

Thanks to everyone who contributed to my life in achieving success.

TABLE OF CONTENTS

DECLARATION OF ORIGINALITY	iv
ABSTRACT.....	v
ÖZET	vi
ACKNOWLEDGMENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
1. INTRODUCTION	1
1.1 Conceptual Background of FOMO.....	2
1.2 Past Research on FOMO.....	3
1.2.1 Social Media Use	3
1.2.2 Consumption Behavior	4
1.2.3 Well-Being.....	4
1.2.4 Dispositional Correlates of FOMO	5
1.3 Fear of Missing Out at Work	6
1.4 Purpose of the Study	8
2. THE PRESENT STUDY	11
2.1 Dispositional Correlates of FOMO at Work.....	11
2.1.1 Social Comparison Orientation.....	11
2.1.2 Need to Belong	12
2.1.3 Self-Concept Clarity	12
2.1.4 Big Five Traits	12
2.1.5 Core Self-Evaluation.....	13
2.1.6 Materialism	14
2.2 Situational Correlates of FOMO at Work.....	14
2.2.1 Uncertainty Conditions	15
2.2.1.1 Role Ambiguity.....	15
2.2.1.2 Procedural Uncertainty	16
2.2.1.3 Novelty and Complexity	16
2.2.2 Relational Conditions	16
2.3 Job Search Behavior as an Important Outcome of FOMO at Work.....	17

3. METHOD	19
3.1 Participants.....	19
3.2 Procedure	19
3.3 Measures	20
3.3.1 Social Comparison Orientation.....	20
3.3.2 Core Self-Evaluation.....	20
3.3.3 Self-Concept Clarity	21
3.3.4 Need to Belong	21
3.3.5 Materialism	22
3.3.6 Big Five.....	22
3.3.7 Role Ambiguity.....	23
3.3.8 Novelty & Complexity.....	23
3.3.9 Procedural Uncertainty	23
3.3.10 Supervisor, Team, and Human Resources Support	24
3.3.11 Job Search Behavior	24
3.3.12 Workplace FOMO	24
3.3.13 Demographics and Others.....	25
4. RESULTS	26
4.1 Analytical Strategy	26
4.2 Preliminary Analyses	27
4.3 Decision Trees	27
4.3.1 Tree 1: Predicting FOMO at Work from Dispositional Variables.....	29
4.3.2 Tree 2: Predicting FOMO at Work from a Limited Set of Dispositional Variables	31
4.3.3 Tree 3: Predicting FOMO at Work from Situational Variables Related to Uncertainty.....	33
4.3.4 Tree 4: Integrative Tree	35
4.3.5 Tree 5: Predicting Job Search Behavior from wFOMO	36
5. DISCUSSION.....	40
5.1 Limitations and Applied Implications	43
REFERENCES	45
APPENDICES	58

APPENDIX A. SOCIAL COMPARISON ORIENTATION	59
APPENDIX B. CORE SELF EVALUATION SCALE	60
APPENDIX C. SELF-CONCEPT CLARITY SCALE	61
APPENDIX D. NEED TO BELONG SCALE	62
APPENDIX E. ACTUAL LEVEL OF BELONGINGNESS SCALE	63
APPENDIX F. DESIRED LEVEL OF BELONGINGNESS SCALE	64
APPENDIX G. MATERIALISM SCALE	65
APPENDIX H. BIG FIVE SCALE	66
APPENDIX I. ROLE AMBIGUITY SCALE	67
APPENDIX J. ORGANIZATIONAL INNOVATION SCALE	68
APPENDIX K. WORKPLACE FOMO SCALE.....	69
APPENDIX L. PROCEDURAL UNCERTAINTY SCALE	70
APPENDIX M. PERCEIVED ORGANIZATIONAL SUPPORT SCALE	71
APPENDIX N. JOB SEARCH BEHAVIOR SCALE.....	72
APPENDIX O. OPPORTUNITIES SCALE	73
APPENDIX P. DEMOGRAPHIC QUESTIONS.....	74

LIST OF TABLES

Table 1.1 Dispositional Correlates of FOMO	6
Table 3.1 Summary Information for Measurement Tools	21
Table 4.1 Dispositional Correlates of FOMO at Work	28
Table 4.2 Situational Correlates of FOMO at Work	29
Table 4.3 Correlates of Job Search Behavior	38



LIST OF FIGURES

Figure 4.1 Predicting wFOMO based on Dispositional Variables	30
Figure 4.2 Predicting wFOMO based on a Limited Set of Dispositional Variable	32
Figure 4.3 Uncertainty Conditions Tree Constructed with wFOMO	34
Figure 4.4 Integrative Tree	37
Figure 4.5 Job Search Behavior Predicting from wFOMO	39



1. INTRODUCTION

The notion of *Fear of Missing Out* (FOMO) refers to "the uneasy and sometimes all-consuming feeling that you are missing out, that your peers are doing something, are in the know about, or possession of more or something better than you (JWT Intelligence Marketing Communication, 2012). It is an apprehension, or a kind of anxiety based on the idea that others might be having more rewarding experiences (Budnick et al., 2020; Przybylski et al., 2013). The concept of FOMO has received great popularity in a variety of disciplines and the media, but further research is still needed, especially about FOMO in the workplace. The goal of this thesis is to contribute to the literature in this direction.

We define *workplace FOMO* (wFOMO) as the fear of missing out on valuable work opportunities, developments, and relationships in the workplace context. Given the relative novelty of the concept in the workplace context, we tried to identify dispositional correlates of wFOMO based on extant research on FOMO observed in other domains. In the present study, we expanded on existing evidence by examining the relationships between dispositional variables and FOMO within the workplace context. Obviously, wFOMO should not arise solely from dispositional variables. Situational factors such as the nature of the job, aspects of the work environment, and perceived support can also contribute to its emergence. These situational variables have yet to be thoroughly identified in the literature. Thus, one of the goals of the present research was to include these situational variables when delineating the nomological network around wFOMO. The primary goal of this research was to identify both the dispositional and situational correlates of wFOMO. Given the novelty of the construct, however, it was necessary to generate preliminary evidence demonstrating the relevance of the construct for important work outcomes and processes. Thus, we chose *job search behavior* as an outcome of

interest that we believe wFOMO can affect. Specifically, we will test the hypothesis that there will be a positive correlation between FOMO at work and job search behaviors. We expect employees experiencing higher levels of FOMO to indicate higher engagement in activities related to finding a job.

1.1 Conceptual Background of FOMO

Despite the popularity of the concept, no single, dominant framework has emerged yet. Researchers from multiple disciplines, however, drew from especially two frameworks in their efforts to understand FOMO.

Need to Belong Theory: FOMO is an inherently interpersonal phenomenon; it is about relationships in essence. Hence, researchers found inspiration in broad theorizing about the need to belong (Baumeister & Leary, 1995). The need to belong is often described as the driving force behind developing and maintaining relationships. A variety of good feelings and general well-being are linked to the satisfaction of one's need to belong (Arslan, 2018). In contrast, unmet belonging needs and the failure to sustain social interactions can result in numerous negative psychological, physical, and pathological consequences (Parr et al., 2020). People who have a greater need to belong to a particular group are likely to engage in more social surveillance and navigate their environment to seek out opportunities for socialization (Pickett et al., 2004). Thus, a sense of uncertain social belonging, and unfulfilled need to belong can bring about FOMO or magnify it. In other words, people who have a high need to belong may be more prone to FOMO (Alabri, 2022; Beyens et al., 2016; Gupta & Sharma, 2021; Lai et al., 2016; Przybylski et al., 2013; Xie et al., 2018).

Social Comparison Theory: Engaging in social comparison with others appears to be another catalyst for FOMO. Evidence suggests that actively comparing oneself to

others, particularly those who are perceived as more successful, can trigger FOMO (Malik et al., 2020; Reer et al., 2019). Individual differences exist in the tendency to engage in social comparison (Gibbons & Buunk, 1999); some people do it more than others. Regardless of individual differences, however, comparison information is often unavoidable in organizations. For example, it is often impossible to avoid learning that some colleagues will be promoted and awarded accolades, resources, or high-stake positions and responsibilities. Such encounters with comparison information may have implications for the self and trigger FOMO. In short, a comprehensive account of FOMO should consider variables related to social comparison.

1.2 Past Research on FOMO

The FOMO concept has attracted the attention of researchers not only in psychology but also in fields such as marketing and communication. These researchers pursued FOMO-related research questions in various contexts, such as social media use, consumption, and well-being. Most of this research was not conducted in the context of work and organizations; but it has implications for the present study.

1.2.1 Social Media Use

Individuals constantly want to stay updated on their developments, news, activities, and what others are doing. Various studies have shown the consequences of high-level FOMO, including problematic internet use, problematic smartphone use, and the need to manage multiple social media accounts (Alt & Boniel-Nissim, 2018; Barry & Wong, 2020; Sarıca et al., 2021; Servidio, 2021). For instance, Hoşgör et al. (2021) observed that students with high FOMO often carried chargers in their bags and checked

their phones and social media accounts at least 50 times a day. Thus, FOMO is clearly linked to staying connected and acquiring information.

1.2.2 Consumption Behavior

In the consumption domain, fear is not only associated with the deprivation of high-quality, convenient products or services but also with being deprived of taking advantage of the opportunities that others have (Hayran et al., 2016). Certain strategies that companies use, such as the strategy of giving consumers the impression that items and services may not be available soon, may also trigger FOMO and foster consumption and spending (Erciş et al., 2020; Hodgkinson, 2019). The bulk of evidence on FOMO in the consumption domain suggests that people are sensitive to norms and trends; hence what others are doing, having, and experiencing—consistent with the social comparison mechanism partially underlying FOMO.

1.2.3 Well-Being

FOMO has been the subject of various studies concerning well-being and mental health. For instance, Yuan et al. (2021) observed that participants who experienced FOMO reported worse physical symptoms, such as headache, shortness of breath, and chest pain. Additionally, higher levels of FOMO were associated with increased depressive symptoms, stress, and anxiety (Baker et al., 2016; Gong et al., 2022), but decreased levels of life satisfaction, focus, and productivity (Milyavskaya et al., 2018). Another study found that FOMO could contribute to feelings of loneliness, negative self-perceptions, and strains in relationships (Gupta & Sharma, 2021).

These findings primarily address the potential consequences of FOMO, but they are informative about the kinds of variables that a comprehensive account of FOMO

should include, such as the need to belong, the quality of relationships at work, and self-related individual differences in social comparison orientation and self-concept clarity.

1.2.4 Dispositional Correlates of FOMO

This extant research just reviewed revealed several dispositional correlates of FOMO. Therefore, before proceeding with our survey of limited research conducted in work settings, we conducted an extensive literature survey using three databases (Web of Science, PsycINFO, and Scopus) with the keywords "fear of missing out" and "FOMO". Given that the concept of FOMO gained prominence after Przybylski et al.'s (2013) article, we included studies published after 2013 that used the scale created by Przybylski et al. (2013), resulting in a total of 40 studies. These studies provided effect sizes, typically in the form of correlations between FOMO and dispositional attributes. Table 1.1 presents a summary of this preliminary literature survey. The table displays the number of studies that measured each construct of interest along with FOMO (k) and the average correlation between each construct and FOMO.

As can be seen from the table, social comparison orientation, need to belong, self-concept clarity, and neuroticism emerged as strong correlates of FOMO. Thus, individuals who frequently compare themselves to others, those who have a high need to belong, and those who are high in neuroticism appear more likely to experience FOMO. People with higher levels of self-concept clarity, on the other hand, seem less likely to experience FOMO.

Since no study specifically measured the relationship between core self-evaluation and FOMO, we included studies related to core self-evaluation dimensions. We found similar effect sizes for self-esteem and locus of control ($r_+ = -0.35$, $r_+ = -0.34$, respectively). While emotional stability did not correlate significantly with FOMO, self-

efficacy was negatively correlated with FOMO ($r_+ = -0.28$). Thus, individuals who are confident in their abilities and have a high locus of control seemed to experience less FOMO. Materialism was also positively related to FOMO ($r_+ = 0.18$).

Table 1.1 *Dispositional Correlates of FOMO*

	Number of studies <i>k</i>	Sample total <i>n</i>	Average weighted <i>r</i>	95% Confidence interval	$\chi^2(k-1)$
Conscientiousness	11	7998	-0.06	-0.187 to 0.074	226.887***
Extraversion	11	7791	0.02	-0.082 to 0.118	141.148***
Agreeableness	11	7584	-0.18	-0.542 to 0.184	1312.95**
Openness to experience	10	7584	-0.04	-0.306 to 0.224	671.67***
Neuroticism	9	6438	0.37	0.276 to 0.461	71.52***
Need to Belong	5	3020	0.55	0.353 to 0.742	122.07***
Social Comparison	6	4689	0.63	0.517 to 0.748	45.13***
Self-Concept Clarity	3	2179	-0.36	-0.487 to -0.239	10.85*
Core Self-Evaluation					
<i>Self Esteem</i>	8	2743	-0.35	-0.448 to -0.247	44.87***
<i>Self-Efficacy</i>	3	1261	-0.28	-0.476 to -0.084	21.97***
<i>Locus of control</i>	4	4261	-0.34	-0.425 to -0.252	14.78*
<i>Emotional Stability</i>	5	2280	-0.06	-0.267 to 0.153	85.27***
Materialism	3	1315	0.18	0.011 to 0.354	16.02***

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

1.3 Fear of Missing Out at Work

In a pioneering study on FOMO at work, Budnick et al. (2020) defined *workplace FOMO* as "a pervasive apprehension that, relative to other employees, one might miss valuable career opportunities when away or disconnected from work." FOMO should manifest as the fear of missing opportunities for rewarding experiences like building professional relationships, gaining valuable information, and contributing to critical organizational decisions and projects at the workplace. They suggested that employees experience FOMO due to relational exclusion (defined as the fear of damage to

professional relationships due to missed working opportunities), informational exclusion (defined as employees' fear of not being aware of social or job information while in their group), and work output exclusion (defined as their fears that they will not be able to provide concrete input in their career processes).

Besides extending the FOMO concept into work life, Budnick et al. (2020) developed a scale to assess workplace FOMO and identified several of its correlates. They found positive correlations with job outcomes and processes such as involvement, burnout, and commitment, as well as with personality attributes such as social-comparison orientation, public self-consciousness, and social anxiety.

A study by Hoşgör et al. (2021) involving 178 nurses found a positive relationship between FOMO and perceived workload variables. As expected, the inability to access information, the loss of connectedness, and the inability to communicate were significantly related to FOMO, especially among newcomers in the profession. In another study from Turkey, Alat and Filizöz (2021) found that employees with high levels of FOMO had increased turnover intentions ($r^2 = .097$, $N = 354$).

Another study addressed the question of why employees feared missing out on work during periods of organizational change (Wynen et al., 2021). The results showed that employees working in uncertain conditions, such as during times of change, were more likely to go to work even when they were sick.

Bodhi et al. (2022) found positive correlations between wFOMO and work-related social media use, innovative work performance, and psychological well-being. Interestingly, while FOMO is generally negatively related to well-being, work-related FOMO shows a positive relationship. This may be because employees with high wFOMO engage in communication to avoid missing positive experiences at work and strive to

improve themselves to seize career opportunities. Additionally, the positive relationship with innovative work performance suggests that employees with high wFOMO may generate more creative ideas through increased research. However, there is also evidence high levels of wFOMO can lead to burnout at times (Budnick et al., 2020; Fridchay & Reizer, 2022).

Hayran et al. (2020) conducted an experiment to test the hypothesis that working overtime in the office could create FOMO. To induce FOMO, participants working overtime were informed about after-work events happening simultaneously in the city. The results showed that participants in the FOMO condition were less willing to work overtime again the following week and reported lower levels of job satisfaction.

In conclusion, evidence shows that people can experience FOMO in the workplace, leading them to exhibit different behaviors, such as fearing the loss of specific career opportunities, believing they might have better job options, and worrying about losing valuable relationships.

1.4 Purpose of the Study

As mentioned above, FOMO can significantly impact employees' work performance, productivity, and overall well-being. These results highlight the importance of understanding and addressing FOMO in the workplace for creating an environment where employees can thrive and contribute to the organization.

Individual characteristics significantly affect the experiences of FOMO, and measuring these characteristics is essential to create the conceptual framework for FOMO. As summarized in Table 1.1, many studies have examined the relationship between personality attributes and FOMO in everyday life. We reviewed this literature and identified additional variables that might be relevant to workplace FOMO, such as

materialism, core self-evaluation, and both desired and actual belonging characteristics. Thus, one of the goals of the present study was to enhance our understanding of the nomological network of FOMO in the workplace.

We reasoned that workplace FOMO could not arise solely from personality attributes; aspects of the work environment, relationships, organizational culture, and even the industry could influence it. Therefore, another goal of the present research was to examine potential situational correlates of wFOMO, many of which have not been previously explored. These work-specific situational moderators include perceptions related to the organization's novelty, complexity in daily functioning, and relationships with supervisors, and peers. As these situational factors have rarely been studied, we developed measures for these constructs whenever needed.

Given that research in work settings is relatively new, there remains a need to provide compelling evidence on the significance of FOMO in workplace environments. Therefore, we decided to assess the relationship between workplace FOMO and a significant organizational variable: *job search behavior*. To our knowledge, this relationship has not been studied before.

In pursuing these relationships, we recognized that traditional correlational or OLS-based regression approaches might be insufficient. We approached the problem as a complex profiling question, where variables could interact or exhibit nonlinear relationships in predicting workplace FOMO. In the absence of past evidence, it is not possible a priori to know exactly how much uncertainty or how much materialism would foster wFOMO. Algorithms designed for complex profiling problems, such as decision trees, are better suited to handle these complexities. In addition to using this analytical approach for the first time, we aim to contribute by collecting data from a diverse sample

of employees across various occupational groups and sectors in Turkey. Previous research on FOMO has predominantly involved student samples, who are often young and educated but lack extensive work experience.



2. THE PRESENT STUDY

This study aims to reveal the relationships between the concept of FOMO and various dispositional characteristics and situational variables about the job or workplace. The following sections separately summarize the dispositional and situational correlates of workplace FOMO (wFOMO). We then describe our rationale for why organizational researchers and practitioners should be concerned about wFOMO by showing its relevance to an important job outcome: job search behavior.

2.1 Dispositional Correlates of FOMO at Work

Based on an extensive survey of the relevant literature, we decided to measure the following dispositional variables in the present study.

2.1.1 Social Comparison Orientation

FOMO and social comparison orientation often co-occur, as individuals experiencing FOMO may be more inclined to compare themselves with others (Burnell et al., 2019; Saritepeci & Kurnaz, 2024; Steinberger & Kim, 2023). This comparison can exacerbate feelings of inadequacy and intensify the fear of missing out on rewarding experiences. FOMO and social comparison orientation can create a vicious cycle, with individuals constantly comparing themselves to others and feeling pressured to keep up with their peers' perceived successes and achievements. These situations can lead to increased anxiety and a constant need for validation and approval, further fueling FOMO. The positive relationship between social comparison orientation and FOMO in the workplace reliably emerged in several studies (Albers, 2020; Budnick et al., 2021; Reer et al., 2019). Based on these findings, we expect to observe a strong relationship between social comparison orientation and wFOMO.

2.1.2 Need to Belong

In the workplace, individuals may experience FOMO as anxiety about missing out on career opportunities and professional events or being excluded from important meetings and projects. This fear can stem from a deep-seated need to belong and be valued within the organization. Indeed, evidence suggests that the need to belong may be a significant driver of FOMO (Alabri, 2022; Beyens et al., 2016; Gupta & Sharma, 2021; Sapmaz, 2023). These feelings can drive individuals to constantly seek validation and approval from others, contributing to a heightened sense of anxiety and insecurity. Consequently, we decided to measure the need to belong to test the hypothesis that individuals with a strong need to belong will be more likely to experience FOMO.

2.1.3 Self-Concept Clarity

Self-concept clarity refers to the degree of precision and clarity with which individuals understand their self-concept and its internal consistency (Campbell et al., 1996). As shown in Table 1.1, there is a strong negative relationship between self-concept clarity and FOMO. People who have a clear-cut self-concept tend to report lower levels of FOMO. Additionally, they feel less of a need to compare themselves with others and exhibit higher job satisfaction and motivation (Fahim et al., 2022; Oh & Roh, 2019). Given these findings, we measured self-concept clarity as needed.

2.1.4 Big Five Traits

As shown in Table 1.1, neuroticism was the only Big Five trait strongly associated with FOMO. Agreeableness and conscientiousness were also identified as correlates, such that agreeable and conscientious people were less likely to experience FOMO (e.g., Özcan & Koç, 2023; Rozgonjuk et al., 2021). While workplace FOMO was shown to

have a positive relationship with neuroticism (Budnick et al., 2020), no other meaningful relationships were found with the other traits (also see, Lombardo, 2022). In sum, evidence shows that neuroticism is reliably associated with FOMO. We expect to observe this finding extend to the workplace.

2.1.5 Core Self-Evaluation

The construct of core self-evaluation (CSE) is about how people assess their own self-worth, competence, and capabilities, combining four fundamental traits: general self-efficacy, self-esteem, locus of control, and emotional stability (Judge et al., 2003; Chang et al., 2012). Individuals high in CSE are well adjusted, positive, self-confident, and believe in their agency (Judge et al., 2003). Studies show that individuals with high CSE tend to have a positive outlook, greater job satisfaction, and are better equipped to handle workplace challenges (Judge, 1997).

Considering that high CSE individuals are more self-confident and satisfied, they should be less likely to experience FOMO. While few studies have directly examined the relationship between CSE and FOMO, separate observations have been made regarding CSE dimensions. For example, studies examining the relationship between self-esteem and FOMO showed that people with high self-esteem are less likely to experience FOMO (Gori et al., 2023; Servidio, 2021). Similarly, negative correlations exist between (a) self-efficacy and FOMO (Erdoğan & Şanlı, 2021), (b) emotional stability and FOMO (Chi et al., 2022; Moore & Craciun, 2021), and (c) locus of control and FOMO (Gugushvili et al., 2022; Sun et al., 2022).

In summary, research indicates that individuals with high self-esteem, self-efficacy, emotional stability, and internal locus of control are less likely to experience

FOMO. By exploring this relationship in a workplace context, the present study will provide valuable insights about CSE's potential role in mitigating FOMO.

2.1.6 Materialism

Materialism, emphasizing the importance of possessions over intangibles, is widely studied in consumption psychology (Richins & Dawson, 1992; Richins, 2011). It relates to excessive buying, credit use (Richins, 2011), and has implications for mental health. Materialistic individuals often experience low life satisfaction, happiness, and are more prone to depression and anxiety (Muñiz-Velázquez et al., 2017).

Individuals with high levels of materialism may be inclined to experience FOMO, driven by the belief that others have better possessions and experiences. This can create a cycle of seeking more to keep up, leading to increased anxiety and dissatisfaction. However, evidence on the relationship between materialism and FOMO is limited and mixed (Dinh et al., 2023; Li et al., 2021; Long et al., 2019). Given the mixed evidence and the dearth of studies in the workplace context, we measured materialism in this study and tested the hypothesis that higher levels of materialism would be associated with higher levels of FOMO at work.

2.2 Situational Correlates of FOMO at Work

In the previous sections, we tried to delineate a network of individual difference variables related to FOMO. These stable attributes should explain substantial variance in FOMO. However, the interpersonal nature of the construct, and the social, cognitive, and motivational dynamics in the workplace require considering situational factors as additional determinants. Research on the situational moderators of workplace FOMO is scarce. In the following sections, we discuss conditions that may influence the emergence

of FOMO. Some of these conditions pertain to aspects of the job (e.g., job complexity, role ambiguity, procedural uncertainty), while others are about interpersonal dynamics at work (e.g., supervisor or peer support).

2.2.1 Uncertainty Conditions

Individuals experiencing FOMO struggle with uncertain situations where relevant information is lacking. In support of this premise, Alfasi (2022) reported a positive correlation between FOMO and uncertainty intolerance. In the consumption domain, Solomon (2018) found that consumers experience more FOMO in situations with uncertainty and scarcity implications (e.g., limited time offers). Thus, uncertainty seems to foster the need for more information, contact, and clarity.

We reasoned that uncertainty in the workplace could arise from multiple sources, such as role ambiguity, procedural uncertainty, pressures for novelty and innovation, and job complexity. These factors can increase FOMO among employees. In the present study, we used or developed measures of perceptions related to these uncertainty markers and examined their relationship to FOMO at work.

2.2.1.1 Role Ambiguity

FOMO may arise when employees are uncertain about their roles and expectations. A lack of clarity regarding roles, performance standards, and evaluation criteria can negatively affect employee performance and well-being (Fisher & Gitelson, 1983; Rogalsky et al., 2016). This uncertainty can increase the likelihood of observing FOMO among employees. The present study will be the first to examine this relationship between role ambiguity and wFOMO.

2.2.1.2 Procedural Uncertainty

Lack of information or clarity about how to navigate and accomplish workplace tasks can cause uncertainty for employees (Peres et al., 2016). Without clear guidelines or procedures, employees may become confused and stressed, and FOMO may arise. No studies have directly linked perceptions of procedural uncertainty to FOMO at work thus far; the present study will be the first one to explore this possibility.

2.2.1.3 Novelty and Complexity

Organizational tasks impose different information processing demands, with varying levels of uncertainty, influencing how information is handled within the organization (Tatikonda & Rosenthal, 2000). Employees may need clarity and additional information to complete tasks in organizations that routinely deal with novelty, adaptation, and complex projects (Daft & Lengel, 1986).

Employees may experience FOMO when faced with complex or novel circumstances, particularly if they try to keep up with the latest developments, technologies, or strategies relevant to their work. This feeling can drive employees to constantly seek additional information to avoid feeling left out or lagged. The present study will be the first to examine the relationship between novelty demands, job complexity, and FOMO at work.

2.2.2 Relational Conditions

As mentioned at the onset, FOMO is an interpersonal phenomenon. Therefore, we reasoned that relational atmosphere in the workplace could influence the emergence of FOMO. We expected that working in a supportive environment and having good

relationships with supervisors, coworkers, and the HR department could reduce the likelihood of experiencing FOMO at work.

Relational uncertainty in the workplace, especially uncertainty resulting from interactions with supervisors can be a distinct stressor (Eberly et al., 2011). Employees often form overall opinions about how much their supervisors appreciate their efforts and prioritize their welfare (Eisenberger et al., 2002; Kottke & Sharafinski, 1988).

Budnick et al. (2021) found that employees in family-supportive organizations experienced less FOMO than those in less supportive organizations. Even though this study did not focus on supervisor support per se, it showed that perceptions of support matter. Therefore, in the present study, we developed measures to assess perceived supervisor support and examined how these perceptions were related to FOMO at work.

Given that employees often work as part of teams and that peers can be a valuable source of support and information (Bishop et al., 2000; Xie et al., 2018), we also developed questions to assess perceived team support in the present study. Finally, effective communication and well-being initiatives implemented by an HR department may also reduce the likelihood of FOMO among employees. As this relationship has not been examined directly before, we developed questions assessing perceptions of HR support as another potential situational correlate of wFOMO.

2.3 Job Search Behavior as an Important Outcome of FOMO at Work

As mentioned, the primary goal of this research was to unravel the nomological network of workplace FOMO further by identifying newer dispositional and situational links. Another goal was to examine the relationship between wFOMO and an important job outcome for the first time: job search.

Besides the unemployed, employed individuals can also engage in job search activities when their expectations are not met, and they are dissatisfied with their jobs. Extraordinary circumstances such as organizational crises, restructuring, managerial changes, mergers, or downsizing can also trigger job search behaviors among employees (Cote et al., 2006). Feelings of job insecurity, personal financial difficulties, even personality attributes can play a role in this process (Blau, 1994; Kanfer et al., 2001; Leana & Feldman, 1995; Sverke et al., 2002).

Considering job search behavior's relationship with uncertainty and support factors, FOMO is likely to be an important factor affecting job search behavior. The fear of missing out on job opportunities may lead employees to engage in more frequent and intense job search activities. People experiencing FOMO might apply for numerous positions, even unsuitable ones, to learn more about the job market and compare their current situation with potential opportunities. Furthermore, individuals experiencing FOMO may compare themselves to their peers and their respective jobs, further fueling their job search behavior. By examining the relationship between FOMO at work and job search behavior for the first time, we aim to contribute to the literature on job search behavior and provide preliminary data on why extending FOMO into the workplace could be beneficial for organizational researchers.

3. METHOD

3.1 Participants

Individuals with work experience aged 18 and above were invited to participate in the study via social media platforms (WhatsApp, LinkedIn, Instagram, and Twitter). Out of 543 visitors to the web-based survey, 368 participants fully completed the survey (195 females, 154 males, and 19 who did not indicate their gender). The participants' age ranged between 18 and 61 years ($M = 30.70$, $SD = 6.35$).

Regarding education levels, 17.1% had a graduate degree, 47.8% had a bachelor's degree, 11.7% had an associate degree, 11.7% had a high school degree, and 2.7% had a primary education degree. Among the participants, 77% were actively working, while 13% were not currently employed but had previous work experience. Participants were employed in various sectors: 12% in finance, 11.4% in energy, 10.6% in information technology, 6.5% in education, 6.3% in healthcare, and 6% in the food sector. The remaining 47.2% worked in sectors such as tourism, construction, consultancy, and pharmaceuticals. In terms of work experience, 35.5% had 3-5 years of experience, 22.8% had over 10 years, 21.5% had 0-2 years, and 18.8% had 6-10 years of experience. Regarding working models, 63% were in permanent office roles, 26.9% had a hybrid model, and 7.6% were permanently remote. Participants' estimated daily social media use varied: 56% used social media for 2-4 hours, 23.9% for 0-1 hours, 12.5% for 5-7 hours, 3.5% for 8-10 hours, 1.6% for more than 10 hours.

3.2 Procedure

Özyeğin University Ethics Committee approved the procedures and materials of web-based survey study (Approval Number: 2024/11/01), which was administered

through the Qualtrics platform. The invitation to the study, along with the informed consent form, was shared on social media platforms (WhatsApp, LinkedIn, Twitter, Instagram). The invitation provided information about the study's purpose, the approximate duration, and the voluntary nature of participation. Participants were assured that no personal information or workplace-identifying information would be collected. Nonetheless, an encrypted file was created to securely store the collected data on the computer.

3.3 Measures

This study aimed to measure situational and dispositional factors related to workplace FOMO and examine its relationship with an important organizational outcome, job search behavior. See Table 3.1 for summary information. The following measures were used.

3.3.1 Social Comparison Orientation

To capture participants' general tendency to compare themselves with others, we used the Iowa-Netherlands Comparison Orientation Measure (INCOM; Gibbons & Buunk, 1999). We used the Turkish version of this scale adapted by Teközel (2000) with a reliability of $\alpha = .84$.

3.3.2 Core Self-Evaluation

The Core Self-Evaluation measure (Judge et al., 2003) includes 12 items capturing four dimensions of self-evaluation: general self-efficacy, self-esteem, internal locus of control, and emotional stability. We used the Turkish version of this scale adapted by Kisbu (2006) with a reliability of $\alpha = .83$.

3.3.3 Self-Concept Clarity

The Self-Concept Clarity Scale, developed by Campbell et al. (1996), measures the extent to which people's beliefs about their self-concept are based on clear and precise information and how consistent and stable they are over time. We used the Turkish version of this scale containing 12 items (Nasır, 2013) with a reliability of $\alpha = .87$. Higher scores indicated greater clarity of the self-concept.

Table 3.1 Summary Information for Measurement Tools

Scale	Number of Items	Cronbach Alpha value
Social Comparison Orientation	11	$\alpha = .84$
Core Self-Evaluation	12	$\alpha = .83$
Self-Concept Clarity	12	$\alpha = .87$
Need to Belong	10	$\alpha = .78$
Actual Belongingness	8	$\alpha = .82$
Desired Belongingness	8	$\alpha = .94$
Materialism	17	$\alpha = .86$
Neuroticism	10	$\alpha = .86$
Agreeableness	10	$\alpha = .66$
Conscientiousness	9	$\alpha = .73$
Extraversion	9	$\alpha = .82$
Openness to Experience	9	$\alpha = .81$
Role Ambiguity	7	$\alpha = .85$
Novelty	5	$\alpha = .89$
Complexity	4	$\alpha = .62$
Procedural Uncertainty	4	$\alpha = .72$
Supervisor Support	7	$\alpha = .96$
Team Support	4	$\alpha = .91$
HR Support	4	$\alpha = .94$
Job Search Behavior	9	$\alpha = .95$

$\alpha =$ Cronbach Alpha value.

3.3.4 Need to Belong

We used Baumeister & Leary's (1995) scale to assess the need to belong. Items such as “*I need to feel that there are people I can turn to in times of need.*” and “*I want*

other people to accept me” are rated along a 5-point rating scale (1 = *strongly disagree*, 5 = *strongly agree*). The internal consistency of the adapted version of the scale used in this study was satisfactory ($\alpha = .78$).

This scale does not distinguish between the *desired* and *actual* level of belonging. Therefore, we used additional items developed by Nasır (2013) to capture this distinction. The desired level of belonging was assessed with seven items, including *"I wish I could belong to more groups," "I wish people around me accepted me more."* The actual level of belonging was similarly assessed with seven items, including *"I have a sufficient number of groups that I belong to"* and *"I think other people around me mostly accept me."* The internal consistency coefficients were satisfactory ($\alpha = .82$ and $\alpha = .94$, for actual and desired levels of belonging, respectively.)

3.3.5 Materialism

We assessed materialism using an 18-item measure developed by Richin and Dawson (1992). Sample items included *"I admire people who own expensive homes, cars, and clothes"* and *"I like a lot of luxury in my life."* We adapted this measure into Turkish for the present study with satisfactory reliability ($\alpha = .86$).

3.3.6 Big Five

The big five dimensions of personality were assessed with a scale developed by Benet-Martinez and John (1998). We used the form previously adapted into Turkish and used by Demir & Kumkale (2013). The number of items used to measure each dimension and the associated reliability coefficients in the present study were as follows: Conscientiousness (9 items; $\alpha = .73$), openness to experience (9 items; $\alpha = .81$),

neuroticism (10 items; $\alpha = .86$), agreeableness (10 items; $\alpha = .66$), and extraversion (9 items; $\alpha = .82$).

3.3.7 Role Ambiguity

The Role Conflict and Role Ambiguity Scale developed by Rizzo et al. (1970) consists of 14 questions intended to measure role conflict and ambiguity. In this study, items capturing perceptions of role ambiguity were adapted into Turkish with satisfactory reliability (7 items: $\alpha = .85$).

3.3.8 Novelty & Complexity

Timuroğlu (2015) developed a 48-item multidimensional scale capturing perceptions about various attributes of organizations; one of these dimensions pertained to organizational innovation, and contained items related to perceptions of both novelty in the workplace and complexity. We derived five items from this measure to assess perceptions of novelty in the workplace ($\alpha = .89$), and three items to measure complexity ($\alpha = .62$).

3.3.9 Procedural Uncertainty

We used four items to measure perceptions regarding whether the procedures implemented in the participants' workplace were clear, certain, and systematic. We asked participants to express their agreement with statements such as "*The procedures implemented at my workplace are clear*" along 5-point rating scales ($\alpha = .72$). These items were extracted from an earlier measure developed by Colquitt (2001), which was adapted into Turkish by Bağcı (2013).

3.3.10 Supervisor, Team, and Human Resources Support

To measure perceived supervisor and coworker support in the organization, we used items from an earlier measure developed by Giray and Şahin (2012): seven items to measure supervisor support and four items to measure coworker support ($\alpha = .96$ and $.91$, respectively). In addition, we developed four items to assess perceptions of HR support for the present study ($\alpha = .94$). Items such as "The human resources department provides information about business issues and developments" were completed by participants only if their workplace had an HR department.

3.3.11 Job Search Behavior

To measure the participants' preparatory and active job-search behaviors, we extracted nine items from a 12-item measure developed by Blau (1993), which was adapted into Turkish by Başbuğ (2008). Participants indicated how frequently they engaged in each type of behavior (e.g., reading job ads, submitting a job application) within the last four months, along 5-point scales (ranging from *1 = Never* to *5 = Very often*). The internal consistency of the scale was satisfactory ($\alpha = .95$).

3.3.12 Workplace FOMO

To measure workplace FOMO, we used an 11-item measure developed by Budnick et al. (2020). The measure includes items intended to capture fears due to both relational exclusion and informational exclusion. We used the Turkish version of the measure developed by (Özdemir, 2021). Just as in the validation study, the internal consistency of the measure in the present study was satisfactory ($\alpha = .94$).

3.3.13 Demographics and Others

Finally, participants completed a demographics form where they responded to questions about their age, gender, education level, social media usage, employment status, position, working sector, working model (hybrid, remote, onsite), tenure, total work experience, and satisfaction with the opportunities and benefits provided by their workplace.



4. RESULTS

4.1 Analytical Strategy

The primary purpose of this study was to identify both the dispositional and situational correlates of FOMO in the workplace. Additionally, to highlight the significance of workplace FOMO, we examined its relationship with a critical work-life outcome: job search behavior. These relationships were likely to be complex: The predictors of workplace FOMO were plenty in number, and they were likely to interact with each other—some of which could not be a priori known, or they could be related to FOMO in a nonlinear way. There could be thresholds where a variable begins to impact FOMO, subsequently bringing other variables into play. To address these complexities, we utilized decision trees in analyzing the data. Decision trees offer several advantages over traditional correlational methods and are widely used for solving complex profiling problems like ours. Specifically, we employed the CART algorithm (Classification and Regression Trees) developed by Breiman et al. (1984). This nonparametric partitioning approach is particularly well-suited for uncovering complex interactions and nonlinear relationships. Another advantage of CART is its ease of interpretation.

The CART approach resembles cluster analysis but differs from that by way of having a specific outcome—in this case, workplace FOMO. The algorithm's goal is to cluster individuals into homogenous groups based on their FOMO levels, using the full range of dispositional and situational attributes. The algorithm automatically selects the grouping variables to minimize within-group variance and maximize between-group variance, akin to the stepwise regression approach. The final output resembles a tree with branches and nodes representing different groups. Each layer of the tree undergoes a recursive split. The algorithm uses least squares to determine the optimum binary cut-offs

that result in the lowest within groups variance. This process continues until further splits are statistically insignificant. The resulting structure is an inverted tree, with terminal nodes at the lowest level indicating groups where no further splits are possible.

4.2 Preliminary Analyses

Table 4.1 presents a summary of the dispositional correlates of workplace FOMO (wFOMO). As expected, social comparison orientation, self-concept clarity, and core self-evaluation emerged as notable correlates of wFOMO, $r = .48$, $-.35$, and $-.24$, respectively. Among the Big Five traits, neuroticism was the strongest correlate of wFOMO as expected ($r = .29$, $p < .001$), while the other traits showed weaker correlations. All other dispositional correlates are displayed in Table 4.1.

Regarding the situational correlates of wFOMO (Table 4.2), the results showed that role ambiguity was not significantly related to wFOMO ($r = .10$, $p > .05$). However, work complexity was positively correlated with wFOMO ($r = .26$, $p < .001$). Variables intended to capture perceived support (i.e., supervisor support, team support, and HR support) were not significantly correlated with wFOMO (See Table 4.2).

4.3 Decision Trees

Next, we used decision trees to uncover potential interactions and nonlinear relationships among the dispositional and situational predictors of wFOMO. The first set of decision trees focused on clustering individuals experiencing FOMO at work based on dispositional variables, including social comparison orientation, self-concept clarity, and other relevant personality attributes. Another set examined the role of situational variables in determining FOMO at work. Finally, we developed an integrative decision tree combining both dispositional and situational predictors of FOMO at work.

Table 4.1 *Dispositional Correlates of FOMO at Work*

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Workplace FOMO	–												
2.Social Comparison	.48**	–											
3.Core Self-Evaluation	–.24**	–.32**	–										
4.Self-Concept Clarity	–.35**	–.37**	.58**	–									
5.Need to Belong	.28**	.48**	–.27**	–.29**	–								
6.Actual Belongingness	–.18**	–.07	.30**	.31**	.05	–							
7.Desired Belongingness	.40**	.45**	–.32**	–.47**	.45**	–.51**	–						
8.Materialism	.34**	.48**	–.35**	–.40**	.39**	–.11**	.42**	–					
9.Neuroticism	.29**	.35**	–.61**	–.56**	.32**	–.16**	.30**	.42**	–				
10.Conscientiousness	–.11*	–.09	.36**	.35**	.00	.25**	–.22**	–.32**	–.36**	–			
11.Agreeableness	–.14**	–.07	.23**	.38**	.09	.30**	–.22**	–.27**	–.33**	.41**	–		
12.Extraversion	–.19**	–.19**	.33**	.27**	–.09	.33**	–.24**	–.09	–.32**	.34**	.25**	–	
13.Openness to Exp.	–.01	.03	.35**	.21**	–.05	.29**	–.09	–.07	–.28**	.35**	.40**	.46**	–
<i>Mean</i>	3.08	3.22	3.43	3.53	3.16	3.86	2.52	2.89	3.03	3.91	3.81	3.70	4.14
<i>Standard Deviation</i>	1.00	0.68	0.60	0.75	0.66	0.62	0.96	0.63	0.86	0.64	0.54	0.75	0.61
<i>Alpha</i>	.94	.84	.83	.87	.78	.82	.94	.86	.86	.73	.66	.82	.81

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

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

Table 4.2 *Situational Correlates of FOMO at Work*

Variables	1	2	3	4	5	6	7	8
1.Workplace FOMO	–							
2.Procedural Uncertainty	.08	–						
3. Novelty	.16**	–.49**	–					
4. Complexity	.26**	.46**	.40**	–				
5. Role Ambiguity	.10	.44**	.48**	.22**	–			
6. Supervisor Support	.07	–.48**	.57**	–.24**	.60**	–		
7. Team Support	–.01	–.25**	.42**	–.11*	.34**	.53**	–	
8. HR Support	.06	–.34**	.35**	–.16**	.34**	.33**	.15**	–
<i>Mean</i>	3.08	2.85	2.71	3.43	3.23	3.56	3.50	2.08
<i>Standard Deviation</i>	1.00	1.05	0.85	0.87	1.01	1.06	0.99	0.74
<i>Alpha</i>	.94	.72	.89	.62	.85	.96	.91	.94

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

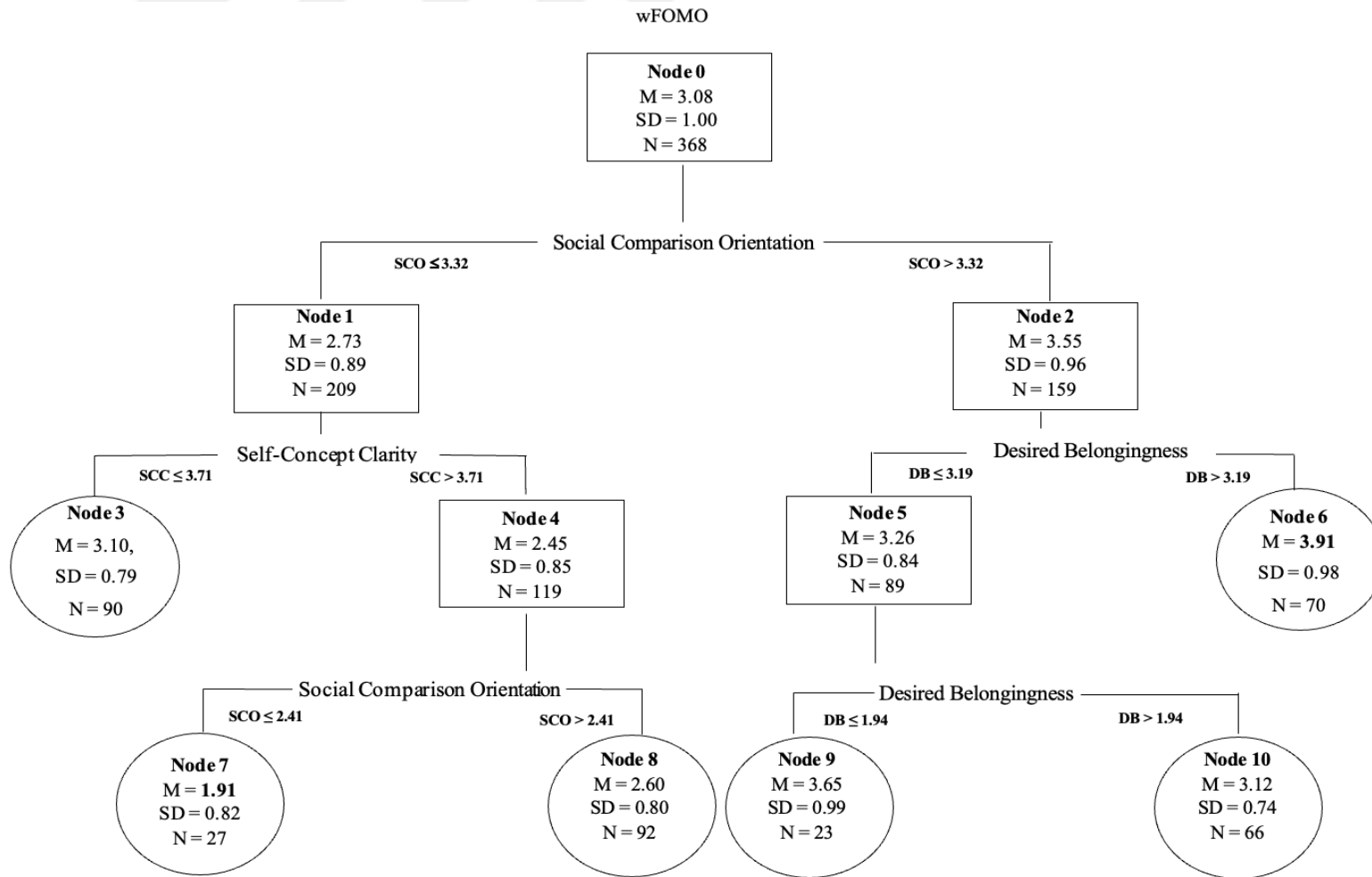
*Correlation is significant at the 0.05 level (2-tailed).

4.3.1 Tree 1: Predicting FOMO at Work from Dispositional Variables

In the first tree, we designated workplace FOMO as the dependent variable and the dispositional variables listed in Table 1.1 as predictors. The decision tree analysis generated a tree with six terminal nodes or clusters of people, with wFOMO scores ranging from 1.91 to 3.92 on a 5-point scale and explained about 31% of the variance in wFOMO. The analysis identified three dispositional variables as the most important predictors of wFOMO: social comparison orientation, desired belongingness, and self-concept clarity (see Figure 4.1). As can be seen from the top of the tree, individuals with high social comparison orientation ($SCO > 3.32$) reported higher levels of wFOMO ($M = 3.55$, $SD = 0.96$; see Node 2).

Conversely, those with lower social comparison orientation ($SCO \leq 2.41$) reported the lowest levels of wFOMO, especially when their self-concept clarity was high ($SCC > 3.71$), resulting in a mean wFOMO score of 1.91, ($SD = 0.82$; see Node 7). On the other hand, individuals with high social comparison orientation and high desired belongingness

Figure 4.1 Predicting wFOMO based on Dispositional Variables



N = 368, *SCO*: Social Comparison Orientation, *SCC*: Self Concept Clarity, *DB*: Desired Belongingness.

(more than 3.19) were found to experience the highest levels of wFOMO ($M = 3.92$, $SD = 0.98$; see Node 6).

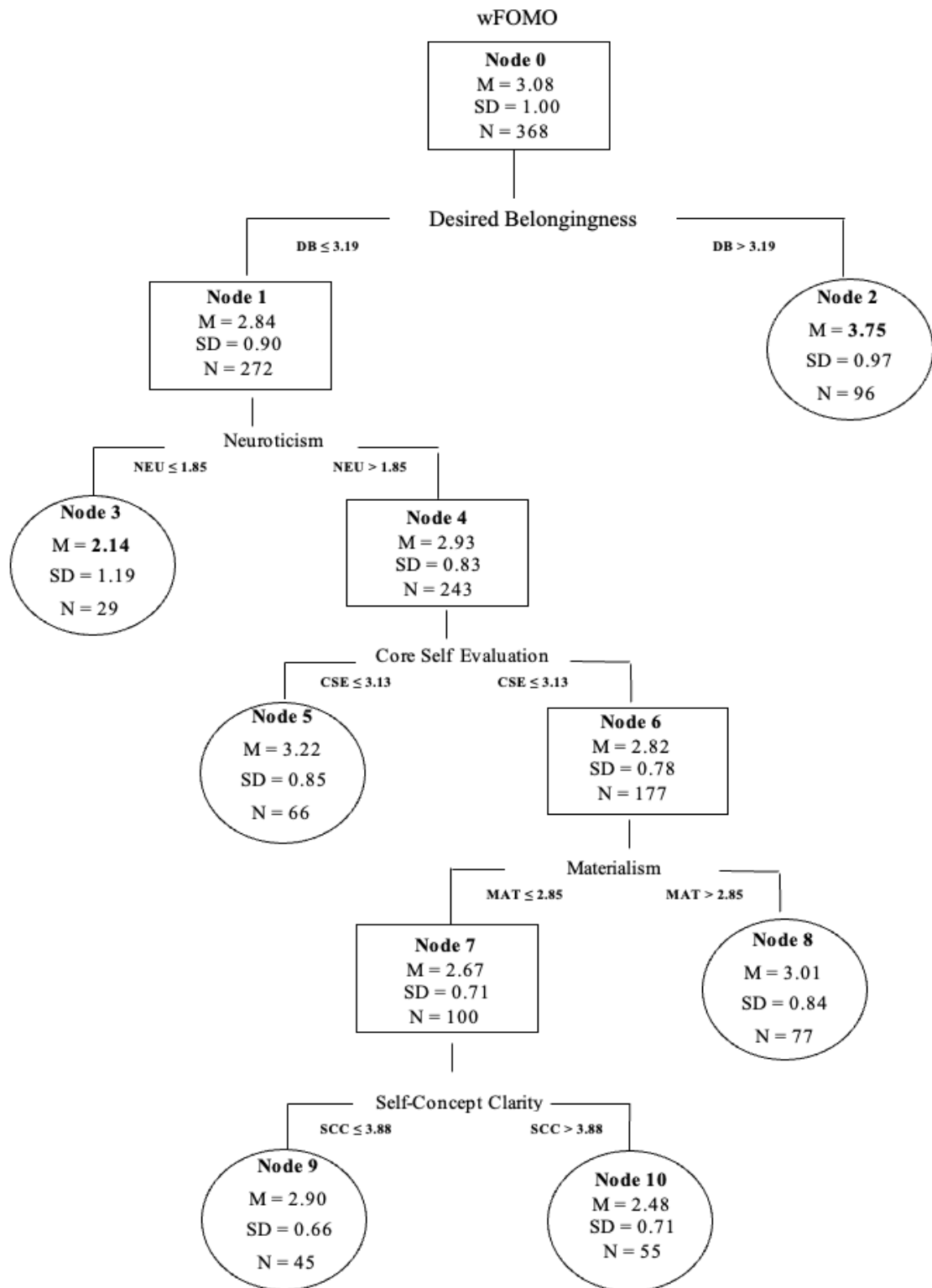
These findings suggest that employees who frequently compare themselves with others are more likely to experience FOMO at work, especially if they have a strong need to belong. In contrast, those with low social comparison orientation and high self-concept clarity seem less likely to experience FOMO at work.

4.3.2 Tree 2: Predicting FOMO at Work from a Limited Set of Dispositional Variables

In the first tree, social comparison orientation emerged as the primary predictor of wFOMO. To further explore how the other dispositional variables would relate to wFOMO in the absence of this powerful influence, we built a second tree without taking social comparison into account (see Figure 4.2).

The second tree also revealed six terminal nodes, with wFOMO scores ranging from 2.15 to 3.75. The key dispositional predictors identified were desired belongingness, neuroticism, core self-evaluation, materialism, and self-concept clarity. In the absence of social comparison orientation, desired belongingness emerged as the most significant predictor of wFOMO. High levels of desired belongingness ($DB > 3.19$) were associated with the highest wFOMO scores ($M = 3.75$, $SD = 0.97$; see Node 2). When desired belongingness was lower, other dispositional variables became more influential. For instance, when desired belongingness and neuroticism were both low ($NEU \leq 1.85$), the lowest levels of wFOMO were observed ($M = 2.15$, $SD = 1.19$; see Node 3). At higher levels of neuroticism, core self-evaluation played a significant role (see Node 5 & 6). Thus, when employees with low desired belongingness and high neuroticism also had low core self-evaluation, that is, low self-confidence in themselves and their abilities, their probability of experiencing FOMO appeared higher.

Figure 4.2 Predicting wFOMO based on a Limited Set of Dispositional Variable



N = 368, DB: Desired Belongingness, NEU: Neuroticism, CSE: Core-Self Evaluation, MAT: Materialism, SCC: Self-Concept Clarity.

Materialism was another variable that made a difference. When the core self-evaluation was high and materialism was also high (≥ 2.85), employees had a higher probability of experiencing wFOMO ($M = 3.01$, $SD = 0.84$; see Node 8). This cluster exhibited low desired belongingness, high neuroticism, high core self-evaluation, and high materialism. Self-concept clarity appeared as another variable when materialism scores were low. Employees with low self-concept clarity ($SCC \leq 3.88$) reported slightly more wFOMO ($M = 2.90$, $SD = 0.66$; see Node 9), although this was less pronounced compared to other clusters.

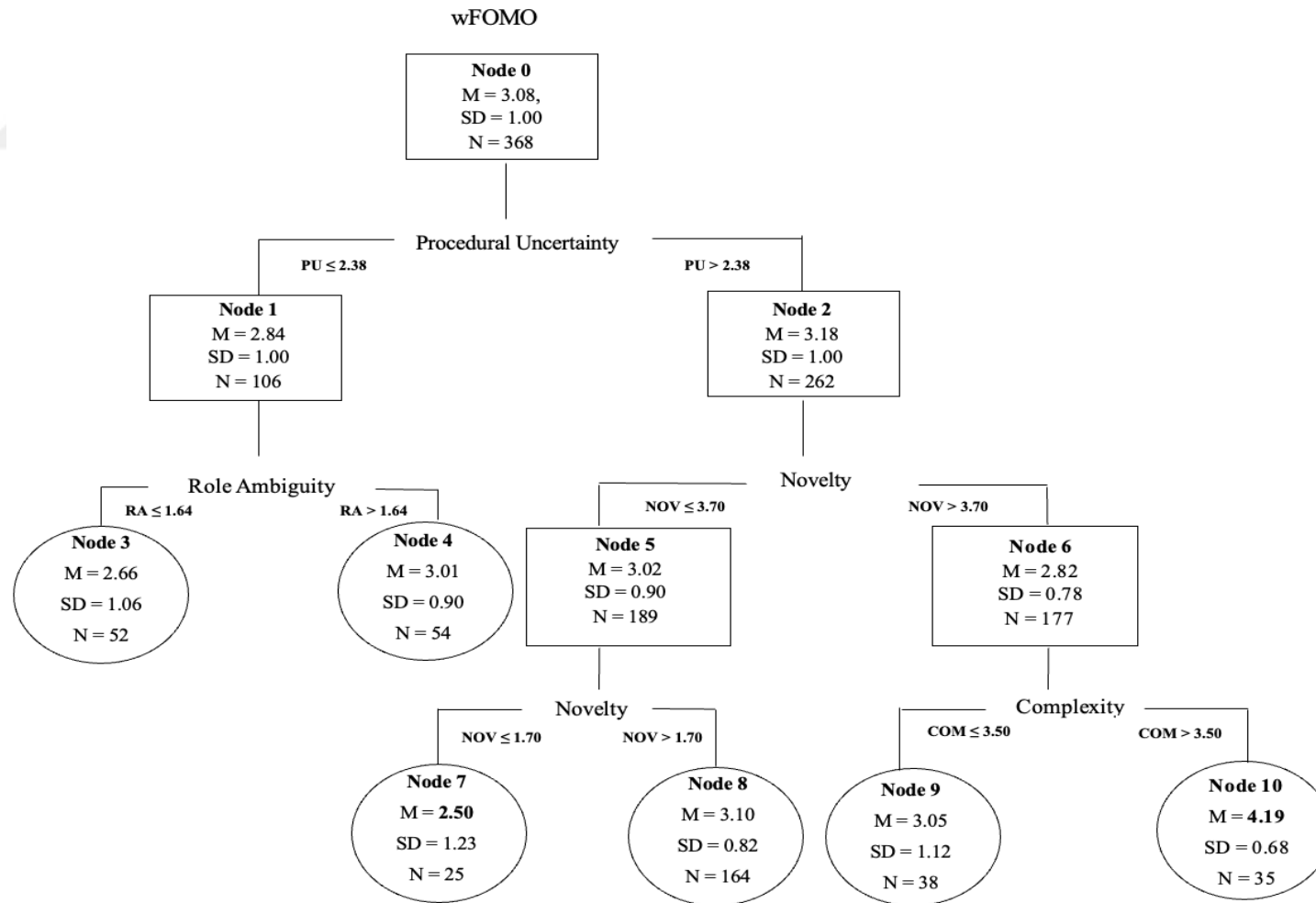
4.3.3 Tree 3: Predicting FOMO at Work from Situational Variables Related to Uncertainty

Next, we developed a tree predicting wFOMO from four situational variables related to uncertainty perceptions at work: role ambiguity, procedural uncertainty, novelty, and complexity. The CART analysis revealed a tree with six terminal nodes, where wFOMO means ranged from 2.50 to 4.19 (See Figure 4.3).

The first branches of the tree emerged from differences in perceptions of procedural uncertainty: When employees perceived the procedures to be clear ($PU \leq 2.38$), they were less likely to experience wFOMO ($M = 2.84$, $SD = 1.00$; see Node 1). This likelihood further decreased ($M = 2.66$, $SD = 1.06$; see Node 3), when employees had a clear understanding of their roles (role ambiguity ≤ 1.64).

To the right of the tree, perceptions regarding procedural uncertainty were stronger (> 2.38). The highest levels of wFOMO were observed in this part of the tree (see Node 10; $M = 4.19$, $SD = 0.68$). Specifically, these individuals thought that the procedures at the workplace were not that clear.

Figure 4.3 *Uncertainty Conditions Tree Constructed with wFOMO*



N = 368, *PU*: Procedural Uncertainty, *RA*: Role Ambiguity, *NOV*: Novelty, *COM*: Complexity.

Furthermore, they thought their company was an innovative one, where pressures for novelty could be felt. Finally, they thought that their workplace dynamics were so complex that it could get chaotic at times.

However, procedural uncertainty alone did not necessarily enhance wFOMO. When employees did not perceive their organization as innovative (novelty < 1.70), wFOMO levels were the lowest ($M = 2.50$, $SD = 1.23$; see Node 7). Thus, procedural uncertainty could lead to wFOMO or not depending on other job-related factors, highlighting the complex relationships that traditional analyses might miss.

The previous decision tree indicated that aspects of the work environment causing confusion and uncertainty among employees may be linked to higher levels of wFOMO. Role ambiguity, procedural uncertainty, complexity, and novelty-related perceptions explained 19% of the variance in wFOMO. Notably, procedural uncertainty, which showed no significant zero-order correlation with wFOMO ($r = 0.08$, see Table 4.2), emerged as influential in the tree analysis (see Nodes 1 and 2, $d = 0.34$).

Next, we built a new tree by adding three predictors related to the relational atmosphere at the workplace: supervisor support, team support, and human resources support. Although zero-order correlations involving these predictors were not significant, unlike procedural uncertainty, they did not impact the tree structure beyond predictors related to uncertainty. For simplicity, we do not present this tree.

4.3.4 Tree 4: Integrative Tree

The previous section's trees examined the relevance of dispositional and situational variables to wFOMO separately for simplicity. While we could develop trees using the entire set of predictors, including demographic and industry-specific variables, the sample size was not large enough for such analyses. Nonetheless, we developed trees

using the entire set of dispositional and situational predictors used in the previous decision trees.

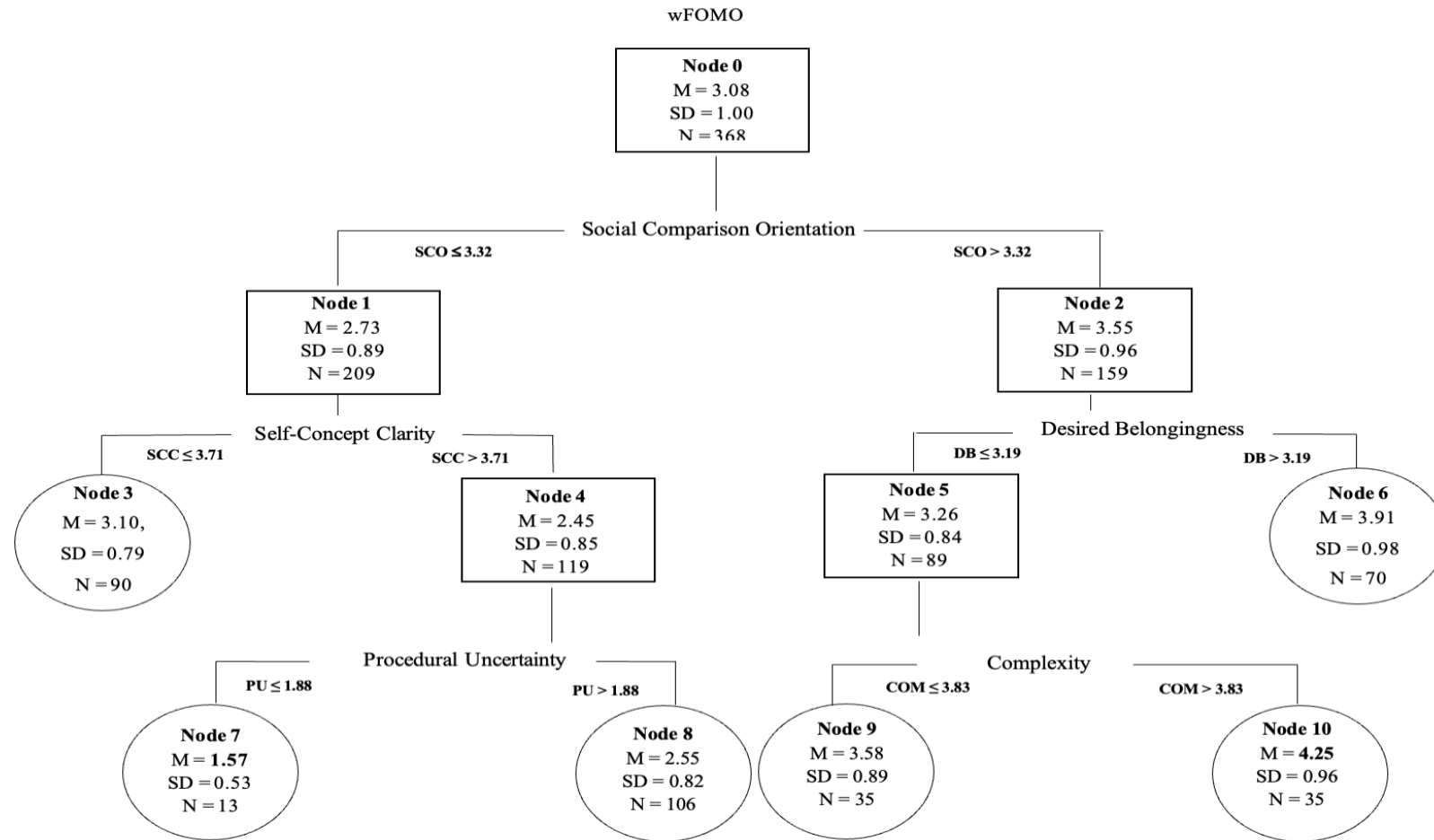
Figure 4.4 shows the output of one such integrative tree, which explains 34% of the variance in wFOMO. As can be seen, the partitioning started with dispositional variables on top and proceeded with the situational variables later in the model. As in the previous trees, social comparison orientation, self-concept clarity, and desired belongingness accounted for substantial variance in wFOMO; having complex workplace dynamics and procedural uncertainties similarly made a difference as expected. In this simple tree involving just six terminal nodes, workplace FOMO means ranged between 1.56 to 4.25 on a 5-point scale.

4.3.5 Tree 5: Predicting Job Search Behavior from wFOMO

The analyses presented thus far aimed to clarify the nomological network of workplace FOMO, which was one of the primary goals of the present study. Another goal was to demonstrate the relationship of this construct to job search behavior and, hopefully, to provide preliminary data on why extending FOMO into the workplace could be beneficial for organizational researchers.

As expected, workplace FOMO was significantly related to job search behavior ($r = .28, p < .001$). To contextualize this relationship, we compared this correlation to other potential correlates of job search behavior, such as perceived support at work, satisfaction with benefits and opportunities at work, and materialism. Employees who do not feel adequately supported by their peers and supervisors, or those dissatisfied with their workplace benefits and opportunities, can be expected to seek new job opportunities. As shown in Table 4.3, the correlation between wFOMO and job search behavior was greater than all these relationships.

Figure 4.4 Integrative Tree



N = 368, SCO: Social Comparison Orientation, SCC: Self-Concept Clarity, DB: Desired Belongingness, PU: Procedural Uncertainty, COM: Complexity.

Table 4.3 *Correlates of Job Search Behavior*

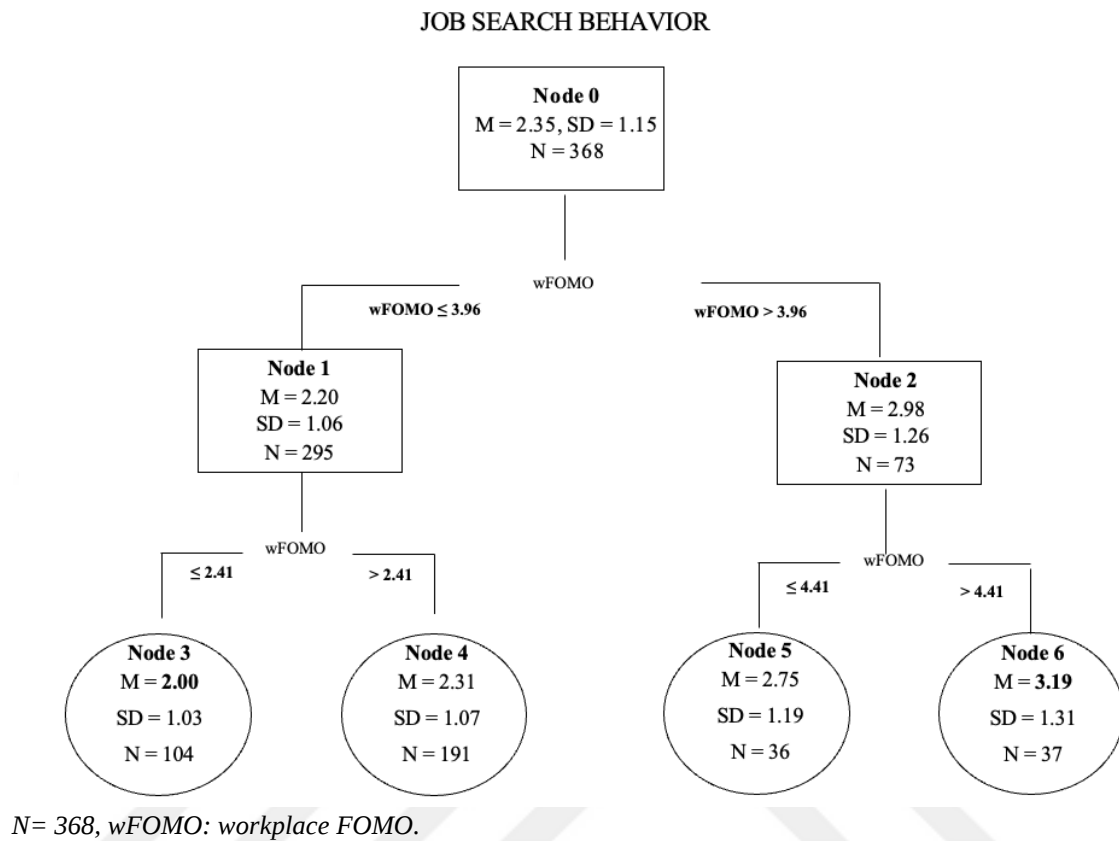
Variables	1	2	3	4	5	6
1. Job Search Behavior	–					
2. Workplace FOMO	.28**	–				
3. Perceived Support	–.17**	.06	–			
4. Satisfaction with Benefits and Opportunities	–.12**	.08	.52**	–		
5. Materialism	.17**	.34**	–.09	–.10	–	
6. Social Comparison	.15**	.48**	–.03	–.04	.48**	–
<i>Mean</i>	3.35	3.08	3.38	2.98	2.89	3.23
<i>Standard Deviation</i>	1.15	1.00	0.87	1.00	0.63	0.68
<i>Alpha</i>	.95	.94	.91	.93	.85	.84

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

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

Next, to identify empirical cut-off points automatically, we developed a decision tree with job search behavior as the outcome and wFOMO as the only predictor (see Figure 4.5). The analysis revealed that job search activities were more likely at higher levels of wFOMO. The analysis revealed that job search activities were more likely at higher levels of wFOMO as expected.

Figure 4.5 Job Search Behavior Predicting from wFOMO



5. DISCUSSION

This research's primary goal was to further delineate the nomological network around workplace FOMO by integrating several additional dispositional and situational links to the network. Research on FOMO in workplace settings is relatively new, and there is still much to uncover about the construct, including its antecedents and consequences. As a potential consequence of FOMO, we found a solid connection to job search behaviors. People who experienced FOMO at work appeared inclined to search for new job opportunities. Furthermore, we identified several strong relationships involving dispositional attributes and workplace-specific situational variables. Given the study's correlational nature, it is impossible to draw causal inferences regarding these interesting relationships.

There were so many potential correlates of workplace FOMO. Interactions and complex relationships among these variables were likely. These interactions, nonlinear relationships, and critical cut-off points could not be known a priori. Additionally, the distributional properties of the predictors could make it difficult to detect relationships, especially given the small sample size. We used decision trees instead of traditional OLS approaches in analyzing data to deal with these complexities. The benefits of choosing this strategy surfaced in several places. For instance, some variables that appeared unrelated to wFOMO in examining zero-order correlations made a difference in decision trees and increased our understanding of the relationships on the nomological network (e.g., perceptions related to clarity of procedures).

Another feature of the present study is that it examined FOMO in a diverse sample of employees spanning various age groups, occupations, sectors, and levels of work experience—unlike most studies that typically involved student samples.

The findings of the study were generally consistent with our expectations. Among the dispositional predictors of wFOMO, social comparison orientation showed the strongest relationship with FOMO at work, ($r = .48, p < .001$). People who have a tendency to compare themselves with others seem to feel more FOMO at work. People who frequently compare themselves with peers, teammates, or others in different companies fear missing out on various opportunities, important information, and news. Consequently, those with a high tendency for social comparison experience greater FOMO compared to those less inclined to compare themselves with others. This finding is consistent with previous studies (Albers., 2020; Reer et al., 2019; Tandon et al., 2021). As seen in the decision tree analyses (Tree 1 & Tree 4), high social comparison orientation stands out as the most important variable in the integrative tree, alongside other dispositional and situational variables.

Our expectations regarding the role of the need to belong were also supported. Workplace FOMO was positively related to the need to belong ($r = .28, p < .001$) and desired belongingness ($r = .40, p < .001$). The results show that people with a high need to belong experience more FOMO at work, suggesting that people who feel the need to belong to a group place greater importance on relationships and developments, so they want to be informed about these developments at work. The desired level of belongingness reflects individuals' current state of belonging and shows how satisfied people are with their relationships. A high level indicates dissatisfaction with the current environment and relationships, leading to a perception of insufficiency. People who need to belong to more groups and have a larger circle of friends experience more FOMO at work. As seen in the first and second trees, desired belongingness plays a significant role in experiencing FOMO. We found a high level of wFOMO, when both social comparison

tendencies and desired belongingness are high (see Tree 1, Node 2). Thus, people who compare themselves with others and have a greater need for social connections are more afraid of missing out on events and opportunities and are more engaged in accessing information and relationships, especially at work. No previous study has examined the relationship between desired belongingness and FOMO at work. We believe it is an important finding worth pursuing in the future.

As for the Big-Five traits, workplace FOMO was most strongly associated with neuroticism as expected ($r = .29, p < .001$). The relationships involving the other traits were weaker in magnitude. Employees high in neuroticism were more likely to experience FOMO. However, this relationship did not surface strongly on the decision trees when there were other dispositional predictors in the model. We developed several decision trees; neuroticism never emerged among the top five predictors. The other big five traits, similarly, never found a place in the trees. Compared to the influences of social comparison orientation, self-concept clarity, desired belongingness, and materialism, the influence of the big five traits was negligible.

Core-self evaluations, self-concept clarity, and materialism emerged as significant correlates of wFOMO, as expected. Individuals are less likely to experience FOMO when they are confident in themselves and their abilities and have clear views about themselves. It can be said that those who are self-confident and have a stable sense of self experience less FOMO. There were no studies examining the relationship between core-self evaluation and FOMO at work, and hence it can be regarded as a contribution to the literature. Materialism was another significant correlate of wFOMO. As expected, materialistic individuals were more likely to experience wFOMO ($r = .34, p < .001$).

All in all, the dispositional predictors examined in the present study accounted for approximately 31% of the variance in workplace FOMO, which is impressive. Several of the aforementioned links were explored in previous studies, but typically in non-work-related contexts and in isolation from each other. Here, we examined them all at once, which allowed us to assess their relative contributions and identify their interactions in predicting wFOMO, which is a unique contribution.

Another contribution of the present study was the identification of four new predictors of wFOMO. Past research has almost exclusively focused on dispositional attributes as predictors of wFOMO. In contrast, this study examined perceptions of work and workplace aspects as situational correlates of wFOMO. Although only two of these predictors appeared as significant correlates of wFOMO, decision tree analyses confirmed the crucial roles of the other two. As shown in the third tree, aspects of the work that can cause confusion and uncertainty among employees can increase wFOMO. Additionally, various trees we developed demonstrated that ambiguous roles, complex work dynamics, procedural uncertainties, and pressures for innovation and adaptation can all contribute to the emergence of wFOMO. Mirroring the correlational analyses, however, all four of these situational predictors were less impactful in determining wFOMO than the dispositional variables. Nonetheless, it was important to show that wFOMO does not depend on individual difference attributes alone.

5.1 Limitations and Applied Implications

Revisiting the relationship between wFOMO and job search behavior, the strength of this relationship alone attests to the significance of the construct FOMO. Given today's high turnover rates and the efforts companies make to retain employees, perhaps FOMO can become a critical metric to monitor in the future. This research suggests that

companies may reduce turnover rates by creating a work environment where there is open and reliable information sharing, and little or no uncertainty regarding job roles and operating procedures.

One of the limitations of this study is that the sample size was not large enough ($N = 368$). Recruiting employees from diverse backgrounds, sectors, and occupations was a strength, but a larger sample size could allow us to verify the robustness of the relationships observed in the trees. Furthermore, additional trees involving demographic variables could be developed. The length of the survey might have discouraged some participants from completing the rather lengthy survey. In the future, developing a more efficient questionnaire form could be helpful in reaching a larger sample.

Finally, future research could explore the relevance of workplace FOMO to additional job outcomes and processes beyond job search behavior. While our study focused on potential antecedents of workplace FOMO, it is equally important to examine the outcomes of workplace FOMO. Understanding both sides of the equation can provide a more comprehensive view of its impact in the workplace, and hopefully inspire strategies for companies and individuals to cultivate a healthier and more supportive working environment.

REFERENCES

- Alabri, A. (2022). Fear of Missing Out (FOMO): The effects of the need to belong, perceived centrality, and fear of social exclusion. *Human Behavior and Emerging Technologies*, 1–12. <https://doi.org/10.1155/2022/4824256>
- Alat, H., & Filizöz, B. (2021). Örgütsel destek algısının, çalışanların gelişmeleri kaçırma korkusu ve içsel işten ayrılma niyeti üzerine etkisi. *Çağ Üniversitesi Sosyal Bilimler Dergisi*, 18(2).
- Albers, K. (2020). *Always on mentality: The effects of workplace telepressure on health and motivation of the Dutch young workforce* [Master Thesis]. Utrecht University.
- Alfasi, Y. (2022). Attachment style and social media fatigue: The role of usage-related stressors, self-esteem, and self-concept clarity. *Cyberpsychology: Journal of Psychosocial Research on Cyberspace*, 16(2). <https://doi.org/10.5817/cp2022-2>
- Alt, D., & Boniel-Nissim, M. (2018). Links between adolescents' deep and surface learning approaches, problematic internet use, and Fear of Missing Out (FoMO). *Internet Interventions*, 13, 30–39. <https://doi.org/10.1016/j.invent.2018.05.002>
- Arslan, G. (2018). Understanding the association between school belonging and emotional health in adolescents. *International Journal of Educational Psychology*, 7(1), 21. <https://doi.org/10.17583/ijep.2018.3117>
- Bağcı, Z. (2013). Çalışanların örgütsel adalet algılarının örgütsel bağlılıkları üzerindeki etkisi: Tekstil sektöründe bir inceleme. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 9(19). <https://doi.org/10.11122/ijmeb.2013.9.19.273>
- Baker, Z. G., Krieger, H., & LeRoy, A. S. (2016). Fear of missing out: Relationships with depression, mindfulness, and physical symptoms. *Translational Issues in Psychological Science*, 2(3), 275–282. <https://doi.org/10.1037/tps0000075>

- Barber, A. E., Daly, C. L., Giannantonio, C. M., & Phillips, J. M. (1994). Job search activities: an examination of changes over time. *Personnel Psychology*, 47(4), 739–766. <https://doi.org/10.1111/j.1744-6570.1994.tb01574.x>
- Barry, C. T., & Wong, M. Y. (2020). Fear of missing out (FoMO): A generational phenomenon or an individual difference? *Journal of Social and Personal Relationships*, 37(12), 2952–2966. <https://doi.org/10.1177/0265407520945394>
- Baumeister, R., & Leary, M. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117, 497–529. <https://doi.org/10.1037/0033-2909.117.3.497>
- Benet-Martínez, V., & John, O. P. (1998). Los Cinco Grandes across cultures and ethnic groups: Multitrait-multimethod analyses of the Big Five in Spanish and English. *Journal of Personality and Social Psychology*, 75(3), 729–750. <https://doi.org/10.1037/0022-3514.75.3.729>
- Beyens, I., Frison, E., & Eggermont, S. (2016). “I don’t want to miss a thing”: Adolescents’ fear of missing out and its relationship to adolescents’ social needs, Facebook use, and Facebook related stress. *Computers in Human Behavior*, 64, 1–8. <https://doi.org/10.1016/j.chb.2016.05.083>
- Bishop, J. W., Scott, K. D., & Burroughs, S. M. (2000). Support, commitment, and employee outcomes in a team environment. *Journal of Management*, 26(6), 1113–1132. [https://doi.org/10.1016/S0149-2063\(00\)00083-0](https://doi.org/10.1016/S0149-2063(00)00083-0)
- Blau, G. (1993). Further exploring the relationship between job search and voluntary individual turnover. *Personnel Psychology*, 46(2), 313–330. <https://doi.org/10.1111/j.1744-6570.1993.tb00876.x>

- Blau, G. (1994). Testing a two-dimensional measure of job search behavior. *Organizational Behavior and Human Decision Processes*, 59(2), 288–312.
<https://doi.org/10.1006/obhd.1994.1061>
- Bodhi, R., Luqman, A., Hina, M., & Papa, A. (2022). Work-related social media use and employee-related outcomes: A moderated mediation model. *International Journal of Emerging Markets*. <https://doi.org/10.1108/IJOEM-09-2021-1359>
- Breiman, L., Friedman, J. H., Olshen, R. A. & Stone, C. J. (1984) *Classification and regression trees*. Monterey, CA: Wadsworth.
- Budnick, C. J., Rogers, A. P., & Barber, L. K. (2020). The fear of missing out at work: Examining costs and benefits to employee health and motivation. *Computers in Human Behavior*, 104, 106161. <https://doi.org/10.1016/j.chb.2019.106161>
- Burnell, K., George, M. J., Vollet, J. W., Ehrenreich, S. E., & Underwood, M. K. (2019). Passive social networking site use and well-being: The mediating roles of social comparison and the fear of missing out. *Cyberpsychology: Journal of Psychosocial Research on Cyberspace*, 13(3). <https://doi.org/10.5817/CP2019-3-5>
- Campbell, J. D., Trapnell, P. D., Heine, S. J., Katz, I. M., Lavalley, L. F., & Lehman, D. R. (1996). Self-concept clarity: Measurement, personality correlates, and cultural boundaries. *Journal of Personality and Social Psychology*, 70(1), 141–156.
<https://doi.org/10.1037/0022-3514.70.1.141>
- Chang, C.-H. (Daisy), Ferris, D. L., Johnson, R. E., Rosen, C. C., & Tan, J. A. (2012). Core self-evaluations: A review and evaluation of the literature. *Journal of Management*, 38(1), 81–128. <https://doi.org/10.1177/0149206311419661>

- Chi, L.-C., Tang, T.-C., & Tang, E. (2022). The phubbing phenomenon: A cross-sectional study on the relationships among social media addiction, fear of missing out, personality traits, and phubbing behavior. *Current Psychology*, 41(2), 1112–1123. <https://doi.org/10.1007/s12144-021-02468-y>
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400. <https://doi.org/10.1037/0021-9010.86.3.386>
- Côté, S., Saks, A. M., & Zikic, J. (2006). Trait affect and job search outcomes. *Journal of Vocational Behavior*, 68(2), 233–252. <https://doi.org/10.1016/j.jvb.2005.08.001>
- Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science*, 32(5), 554–571. <https://doi.org/10.1287/mnsc.32.5.554>
- Demir, B., & Kumkale, G. T. (2013). Individual differences in willingness to become an organ donor: A decision tree approach to reasoned action. *Personality and Individual Differences*, 55(1), 63–69.
- Dinh, T. C. T., Wang, M., & Lee, Y. (2023). How does the Fear of Missing Out moderate the effect of social media influencers on their followers' purchase intention? *SAGE Open*, 13(3), 21582440231197259. <https://doi.org/10.1177/21582440231197259>
- Eberly, M. B., Holley, E. C., Johnson, M. D., & Mitchell, T. R. (2011). Beyond internal and external: A dyadic theory of relational attributions. *Academy of Management Review*, 36(4), 731–753. <https://doi.org/10.5465/amr.2009.0371>

- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565–573.
<https://doi.org/10.1037/0021-9010.87.3.565>
- Erciş, A., Deligöz, K., & Mutlu, M. (2020). Öğrencilerin FoMO ve plansız satın alma davranışları üzerine bir uygulama. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 35(1), 219-243.
- Erdoğan, P., & Şanlı, Y. (2019). Sağlık bilimleri fakültesi öğrencilerinde genel özyeterliliğin gelişmeleri kaçırma korkusu üzerine etkisi. *OPUS Uluslararası Toplum Araştırmaları Dergisi*. <https://doi.org/10.26466/opus.595661>
- Fahim, T., Uddin, S., Ahamed, W., & Ahmad, I. (2022). The relationship between physical self-concept and job satisfaction in the physiotherapists working in Saudi Arabia. *International Journal of Health Sciences*, 1000–1009.
<https://doi.org/10.53730/ijhs.v6nS6.10486>
- Fisher, C. D., & Gitelson, R. (1983). A meta-analysis of the correlates of role conflict and ambiguity. *Journal of Applied Psychology*, 68(2), 320.
- Fridchay, J., & Reizer, A. (2022). Fear of Missing out (FOMO): Implications for employees and job performance. *The Journal of Psychology*, 0(0), 1–21.
<https://doi.org/10.1080/00223980.2022.2034727>
- Gibbons, F. X., & Buunk, B. P. (1999). Individual differences in social comparison: Development of a scale of social comparison orientation. *Journal of Personality and Social Psychology*, 76(1), 129–142.
<https://doi.org/10.1037/0022-3514.76.1.129>

- Giray, M. D., & Sahin, D. N. (2012). Algılanan örgütsel, yönetici ve çalışma arkadaşları desteği ölçekleri: Geçerlik ve güvenirlik çalışması. *Türk Psikoloji Yazıları*, 15(30), 1.
- Gong, Z., Lv, Y., Jiao, X., Liu, J., Sun, Y., & Qu, Q. (2022). The relationship between COVID-19-related restrictions and fear of missing out, problematic smartphone use, and mental health in college students: The moderated moderation effect of resilience and social support. *Frontiers in Public Health*, 10.
<https://doi.org/10.3389/fpubh.2022.986498>
- Gori, A., Topino, E., & Griffiths, M. D. (2023). The associations between attachment, self-esteem, fear of missing out, daily time expenditure, and problematic social media use: A path analysis model. *Addictive Behaviors*, 141, 107633.
<https://doi.org/10.1016/j.addbeh.2023.107633>
- Gugushvili, N., Täht, K., Schruoff-Lim, E. M., Ruiter, R. A., & Verduyn, P. (2022). The association between neuroticism and problematic social networking sites use: The role of Fear of Missing out and self-control. *Psychological Reports*, 127(4), 1727–1750. <https://doi.org/10.1177/00332941221142003>
- Gupta, M., & Sharma, A. (2021). Fear of missing out: A brief overview of origin, theoretical underpinnings and relationship with mental health. *World Journal of Clinical Cases*, 9(19), 4881–4889. <https://doi.org/10.12998/wjcc.v9.i19.4881>
- Hayran, C., Anik, L., & Gürhan-Canli, Z. (2016). Feeling of Missing Out (FOMO) and its marketing implications. *Marketing Science Institute Working Paper Series*, 2016(16), 16–131.

- Hayran, C., Anik, L., & Gürhan-Canli, Z. (2020). A threat to loyalty: Fear of missing out (FOMO) leads to reluctance to repeat current experiences. *Plos One*, 15(4).
<https://doi.org/10.1371/journal.pone.0232318>
- Hodkinson, C. (2019). ‘Fear of Missing Out’ (FOMO) marketing appeals: A conceptual model. *Journal of Marketing Communications*, 25(1), 65–88.
<https://doi.org/10.1080/13527266.2016.1234504>
- Hoşgör, H., Coşkun, F., Çalışkan, F., & Gündüz Hoşgör, D. (2021). Relationship between nomophobia, fear of missing out, and perceived work overload in nurses in Turkey. *Perspectives in Psychiatric Care*, 57(3), 1026–1033.
<https://doi.org/10.1111/ppc.12653>
- Judge, T. A. (1997). The dispositional causes of job satisfaction: A core evaluations approach. *Research in Organizational Behavior*, 19, 151–188.
- Judge, T. A., Erez, A., Bono, J. E., & Thoresen, C. J. (2003). The core self-evaluations scale: development of a measure. *Personnel Psychology*, 56(2), 303–331.
<https://doi.org/10.1111/j.1744-6570.2003.tb00152.x>
- JWT Intelligence. (2012). Fear of missing out. retrieved from WTIIntelligence.
http://www.jwtintelligence.com/wpcontent/uploads/2012/03/F_JWT_FOMOupdate_3.21.12.pdf (Accessed 24.2.2021)
- Kanfer, R., Wanberg, C. R., & Kantrowitz, T. M. (2001). Job search and employment: A personality–motivational analysis and meta-analytic review. *Journal of Applied Psychology*, 86(5), 837–855. <https://doi.org/10.1037/0021-9010.86.5.837>
- Kisbu, Y. (2006). *Influences of regulatory focus, core self-evaluations and age on biases in perception and choice* [Master Thesis]. Koç University.

- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, 48(4), 1075–1079. <https://doi.org/10.1177/0013164488484024>
- Lai, C., Altavilla, D., Ronconi, A., & Aceto, P. (2016). Fear of missing out (FOMO) is associated with activation of the right middle temporal gyrus during inclusion social cue. *Computers in Human Behavior*, 61, 516–521. <https://doi.org/10.1016/j.chb.2016.03.072>
- Leana, C. R., & Feldman, D. C. (1995). Finding new jobs after a plant closing: antecedents and outcomes of the occurrence and quality of reemployment. *Human Relations*, 48(12), 1381–1401. <https://doi.org/10.1177/001872679504801201>
- Li, J., Qi, J., Wu, L., Shi, N., Li, X., Zhang, Y., & Zheng, Y. (2021). The continued use of social commerce platforms and psychological anxiety—The roles of influencers, informational incentives and FoMO. *International Journal of Environmental Research and Public Health*, 18(22). <https://doi.org/10.3390/ijerph182212254>
- Lombardo, G. (2022). *The self, personality, and FOMO: The role of individual differences on workplace fear of missing out* [Master's Thesis]. Utrecht University.
- Long, J., Wang, P., Liu, S., & Lei, L. (2021). Materialism and adolescent problematic smartphone use: The mediating role of fear of missing out and the moderating role of narcissism. *Current Psychology*, 40(12), 5842–5850. <https://doi.org/10.1007/s12144-019-00526-0>
- Malik, A., Dhir, A., Kaur, P., & Johri, A. (2020). Correlates of social media fatigue and academic performance decrement: A large cross-sectional study. *Information*

Technology & People, 34(2), 557–580. <https://doi.org/10.1108/ITP-06-2019-0289>

Milyavskaya, M., Saffran, M., Hope, N., & Koestner, R. (2018). Fear of missing out: Prevalence, dynamics, and consequences of experiencing FOMO. *Motivation and Emotion*, 42(5), 725–737. <https://doi.org/10.1007/s11031-018-9683-5>

Moore, K., & Craciun, G. (2021). Fear of Missing Out and personality as predictors of social networking sites usage: The Instagram Case. *Psychological Reports*, 124(4), 1761–1787. <https://doi.org/10.1177/0033294120936184>

Muñiz-Velázquez, J. A., Gomez-Baya, D., & Lopez-Casquete, M. (2017). Implicit and explicit assessment of materialism: Associations with happiness and depression. *Personality and Individual Differences*, 116, 123–132.

Nasır, Ş. (2013). *Origins of individual differences in the need to belong: The role of parental control* [Master Thesis]. Koç University.

Oh, S., & Roh, S.-C. (2019). A moderated mediation model of self-concept clarity, transformational leadership, perceived work meaningfulness, and work motivation. *Frontiers in Psychology*, 10, 1756.

Özcan, H. M., & Koç, U. (2023). The role of fear of missing out (FoMO) in the relationship between personality traits and cyberloafing. *Ege Academic Review*, 23(1), 11–26.

Özdemir, S. (2021). İşyerinde gelişmeleri kaçırma korkusu: Ölçek uyarlama çalışması. *Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi*.
<https://doi.org/10.18506/anemon.761641>

- Parr, E. J., Shochet, I. M., Cockshaw, W. D., & Kelly, R. L. (2020). General belonging is a key predictor of adolescent depressive symptoms and partially mediates school belonging. *School Mental Health*, 12(3), 626–637.
- Peres, S. C., Quddus, N., Kannan, P., Ahmed, L., Ritchey, P., Johnson, W., Rahmani, S., & Mannan, M. S. (2016). A summary and synthesis of procedural regulations and standards—Informing a procedures writer’s guide. *Journal of Loss Prevention in the Process Industries*, 44, 726–734.
- Pickett, C. L., Gardner, W. L., & Knowles, M. (2004). Getting a cue: The need to belong and enhanced sensitivity to social cues. *Personality and Social Psychology Bulletin*, 30(9), 1095–1107. <https://doi.org/10.1177/0146167203262085>
- Przybylski, A. K., Murayama, K., DeHaan, C. R., & Gladwell, V. (2013). Motivational, emotional, and behavioral correlates of fear of missing out. *Computers in Human Behavior*, 29(4), 1841–1848. <https://doi.org/10.1016/j.chb.2013.02.014>
- Reer, F., Tang, W. Y., & Quandt, T. (2019). Psychosocial well-being and social media engagement: The mediating roles of social comparison orientation and fear of missing out. *New Media & Society*, 21(7), 1486–1505. <https://doi.org/10.1177/1461444818823719>
- Richins, M. L. (2011). Materialism, transformation expectations, and spending: Implications for credit use. *Journal of Public Policy & Marketing*, 30(2), 141–156. <https://doi.org/10.1509/jppm.30.2.141>
- Richins, M. L., & Dawson, S. (1992). A consumer values orientation for materialism and its measurement: Scale development and validation. *Journal of Consumer Research*, 19(3), 303–316. <https://doi.org/10.1086/209304>

- Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15(2), 150–163.
<https://doi.org/10.2307/2391486>
- Rogalsky, K., Doherty, A., & Paradis, K. F. (2016). Understanding the sportevent volunteer experience: an investigation of role ambiguity and its correlates. *Journal of Sport Management*, 30, 453–469 <https://doi.org/10.1123/jsm.23.5.615>
- Rozgonjuk, D., Sindermann, C., Elhai, J. D., & Montag, C. (2021). Individual differences in Fear of Missing Out (FoMO): Age, gender, and the Big Five personality trait domains, facets, and items. *Personality and Individual Differences*, 171, 110546.
<https://doi.org/10.1016/j.paid.2020.110546>
- Sapmaz, F. (2023). The direct and indirect effects of workplace loneliness on FoMO: Nomophobia and general belongingness. *Journal of Educational Technology and Online Learning*, 6(4), 947–965. <https://doi.org/10.31681/jetol.1369184>
- Sarıca Keçeci, H., Kahya Özyırmidokuz, E., & Özbakır, L. (2021). Dijital bağımlılık ve fomo, kişilik faktörleri ve mutluluk ile ilişkisi: Üniversite öğrencileri ile bir uygulama. *Bağımlılık Dergisi*, 22.
- Sarıtepeci, M., & Kurnaz, M. F. (2024). Antecedents and consequences of FoMO for neuroticism, openness and social influence: Investigating the moderating effect. *Personality and Individual Differences*, 225, 112657.
<https://doi.org/10.1016/j.paid.2024.112657>
- Servidio, R. (2021). Fear of missing out and self-esteem as mediators of the relationship between maximization and problematic smartphone use. *Current Psychology*.
<https://doi.org/10.1007/s12144-020-01341-8>

- Servidio, R., Sinatra, M., Griffiths, M. D., & Monacis, L. (2021). Social comparison orientation and fear of missing out as mediators between self-concept clarity and problematic smartphone use. *Addictive Behaviors*, 122, 107014.
- Solomon, Michael R. (2018). *Solomon: How Amazon feeds your FOMO on Prime Day*—*Google Scholar*. Fortune.
- Steinberger, P., & Kim, H. (2023). Social comparison of ability and fear of missing out mediate the relationship between subjective well-being and social network site addiction. *Frontiers in Psychology*, 14.
<https://doi.org/10.3389/fpsyg.2023.1157489>
- Sun, C., Sun, B., Lin, Y., & Zhou, H. (2022). Problematic mobile phone use increases with the fear of missing out among college students: The effects of self-control, perceived social support and future orientation. *Psychology Research and Behavior Management*, 15, 1–8. <https://doi.org/10.2147/PRBM.S345650>
- Sverke, M., & Hellgren, J. (2002). The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology*, 51(1), 23–42. <https://doi.org/10.1111/1464-0597.0077z>
- Tandon, A., Dhir, A., Almugren, I., AlNemer, G. N., & Mäntymäki, M. (2021). Fear of missing out (FoMO) among social media users: A systematic literature review, synthesis and framework for future research. *Internet Research*, 31(3), 782–821.
<https://doi.org/10.1108/INTR-11-2019-0455>
- Tatikonda, M. V., & Rosenthal, S. R. (2000). Technology novelty, project complexity, and product development project execution success: A deeper look at task uncertainty in product innovation. *IEEE Transactions on Engineering Management*, 47(1), 74–87. <https://doi.org/10.1109/17.820727>

- Teközel, İ. M. (2000). *An investigation of the need for positive self-evaluation in social comparison processes* [Master Thesis]. Ege University.
- Timuroğlu, M. K. (2015). Örgütsel ve çevresel faktörlerin örgütsel yenilik üzerine etkisi. *Atatürk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 19, 1, 41-68.
- Wang, P., Xie, X., Wang, X., Wang, X., Zhao, F., Chu, X., ... & Lei, L. (2018). The need to belong and adolescent authentic self-presentation on SNSs: A moderated mediation model involving FoMO and perceived social support. *Personality and Individual Differences*, 128, 133-138.
- Wynen, J., Boon, J., & Op De Beeck, S. (2021). Fear of missing out? Linking workplace changes and presenteeism. *Australian Journal of Public Administration*, 80(4), 690–712. <https://doi.org/10.1111/1467-8500.12517>
- Xie, X., Wang, Y., Wang, P., Zhao, F., & Lei, L. (2018). Basic psychological needs satisfaction and fear of missing out: Friend support moderated the mediating effect of individual relative deprivation. *Psychiatry Research*, 268, 223–228. <https://doi.org/10.1016/j.psychres.2018.07.025>
- Yuan, G., Elhai, J. D., & Hall, B. J. (2021). The influence of depressive symptoms and fear of missing out on severity of problematic smartphone use and Internet gaming disorder among Chinese young adults: A three-wave mediation model. *Addictive Behaviors*, 112, 106648. <https://doi.org/10.1016/j.addbeh.2020.106648>



APPENDICES

APPENDIX A. SOCIAL COMPARISON ORIENTATION

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

(Sample Items)

1. Yaptığım şeylerin diğer insanların yaptıklarıyla karşılaştırıldığında nasıl olduğuna her zaman çok dikkat ederim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

3. Bir şeyi ne kadar iyi yaptığımı bilmek istediğimde, yaptığım şeyi diğer insanların yaptıklarıyla karşılaştırırım.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

5. Hayatta ne durumda olduğumu asla başkalarının durumlarına göre değerlendirmem.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

8. Kendini sık sık başkalarıyla karşılaştıran birisi değilimdir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

10. Hayatta ne kadar başarılı olduğum konusunda çoğu zaman kendimi başka insanlarla karşılaştırırım.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX B. CORE SELF EVALUATION SCALE

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

(Sample Items)

1. Hayatta hak ettiğim başarıyı yakaladığıma eminim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

4. Bazen başarısız olduğumda kendimi değersiz hissedirim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

5. İşleri başarıyla tamamlarım.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

8. Yeteneklerimle ilgili şüphe duyuyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

11. Sorunlarımın çoğuyla başa çıkabilirim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX C. SELF-CONCEPT CLARITY SCALE

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

(Sample Items)

1. Kendime ilişkin inançlarım sıklıkla birbirleriyle çatışır.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

2. Kendim hakkında bir gün bir görüş, başka bir gün ise farklı bir görüşüm olabilir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

4. Kendim hakkındaki görüşlerim çok sık değişiyor gibi.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

6. Bazen, gerçekten görüldüğüm gibi birisi olmadığımı hissediyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

11. Genelde, kim ve nasıl bir kişi olduğum konusundaki görüşlerim açıktır.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

12. Benim için, bir konu hakkında karara varmak oldukça güç, çünkü ne istediğimi gerçekten bilmiyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX D. NEED TO BELONG SCALE

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

(Sample Items)

2. Reddedilip dışlanmama yol açabilecek şeyleri yapmamak için özen gösteririm.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

4. İhtiyacım olduğunda sığınabileceğim, desteğini alabileceğim insanlar olsun isterim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

5. Başka insanlar tarafından onaylanmak, kabul edilmek isterim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

8. Bir gruba mensup olma hissim oldukça güçlüdür.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

10. Diğerleri tarafından dışlandığımı hissettiğimde duygularım çabucak alt üst olur; yara almış gibi hissederim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX E. ACTUAL LEVEL OF BELONGINGNESS SCALE

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

(Sample Items)

1. Etrafımdaki insanlar tarafından genellikle kabul gördüğümü düşünüyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

2. Arkadaşlarım benimle yeterince ilgileniyor.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

3. Boş zamanlarımı birlikte geçirebildiğim arkadaşlarım var.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

6. Sahip olduğum arkadaş sayısını yeterli buluyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

8. Etrafımda kendimi yakın hissettiğim insanların yeterli olduğunu düşünüyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX F. DESIRED LEVEL OF BELONGINGNESS SCALE

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

(Sample Items)

1. Etrafımdaki insanlar tarafından biraz daha fazla kabul edilmek isterdim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

3. Boş zamanlarımı birlikte geçirebileceğim daha fazla arkadaşım olsun isterdim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

5. Kendimi ait hissedebileceğim daha fazla grup olsun isterdim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

7. Şu an iletişim halinde olduğum insanları yeterli buluyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX G. MATERIALISM SCALE

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

(Sample Items)

2. Hayattaki en önemli başarılarından bazıları maddi mülk edinmeyi içerir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

3. Başarı göstergesi olarak insanların sahip olduğu maddi nesnelerin miktarına fazla önem vermiyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

4. Sahip olduğum şeyler hayatta ne kadar iyi olduğum hakkında çok şey söylüyor.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

6. Diğer insanların sahip olduğu maddi nesnelere pek dikkat etmem.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

11. Hayatımda lüksü çok severim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

17. Bazen istediğim her şeyi almaya gücümün yetmemesi beni oldukça rahatsız ediyor.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX H. BIG FIVE SCALE

Lütfen aşağıdaki ifadelerin sizi ne kadar tanımladığını belirtiniz.
(Sample Items)

7. Farklı şeyler denemeyi severim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

11. Stresle kolay başa çıkabilirim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

24. Genel itibarıyla sessiz, sakın bir yapım vardır.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

27. Sosyalimdir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

31. Üzerime aldığım işi bitiririm.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

46. İnsanlarla çatışmamaya çalışırım.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX I. ROLE AMBIGUITY SCALE

Bu bölümdeki soruları yapmış olduğunuz işi ve çalıştığınız şirketi düşünerek cevaplayınız. Verilen ifadelerin sizi ve şirketinizi ne kadar yansıttığını derecelendiriniz. Şu anda çalışmıyorsanız eğer en son çalıştığınız şirketi düşünerek cevaplayınız.
(Sample Items)

1. İşimde ne kadar yetkiye sahip olduğumu biliyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

4. İşimde sorumluluklarımın neler olduğunu biliyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

5. İşimde benden tam olarak ne beklendiğini biliyorum.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX J. ORGANIZATIONAL INNOVATION SCALE

Bu bölümdeki soruları **çalıştığınız şirketi** düşünerek cevaplayınız. Verilen ifadelerin şirketinizi ne kadar yansıttığını derecelendiriniz. Şu anda çalışmıyorsanız eğer en son çalıştığınız şirketi düşünerek cevaplayınız.
(Sample Items)

3. Çalıştığım şirkette en son teknolojiler kullanılmaktadır.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

5. Çalıştığım şirkette klasik yöntemlerle çözilemeyen problemler için çalışanlar yeni yöntemler geliştirebilir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

6. Çalıştığım şirkette sürekli güncellemeler ve değişimler söz konusudur.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

8. Çalıştığım şirkette değişimlere hızlıca uyum sağlamam gerekir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX K. WORKPLACE FOMO SCALE

Aşağıdaki soruları kendinizi düşünerek cevaplayınız. Yanlış ya da doğru cevap yoktur, sizden istenilen size en yakın seçeneği işaretlemenizdir.

Şu anda çalışmıyorsanız eğer en son çalıştığınız şirketi düşünerek cevaplayınız.
(Sample Items)

1. İşimle ilgili önemli gelişmeleri kaçırabileceğimden endişe ederim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

2. İşimle ilgili değerli bilgileri kaçırabileceğim için endişe ederim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

6. Önemli iş bağlantıları kurma fırsatını kaçıracağım konusunda endişe ederim.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

10. İş arkadaşlarımdan benim kuramayacağım iş bağlantıları kurabileceğinden korkarım.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

11. Diğer kişilerin elde ettiği kariyer fırsatları hakkında sürekli düşünürüm.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX L. PROCEDURAL UNCERTAINTY SCALE

Bu bölümdeki soruları çalıştığınız kurumu düşünerek cevaplayınız. Sorular **çalıştığınız kurumdaki kullanılan prosedürler** hakkında olup, en uygun olduğunu düşündüğünüz seçeneği işaretleyiniz. Şu anda çalışmıyorsanız eğer en son çalıştığınız şirketi düşünerek cevaplayınız.

(Sample Items)

2. Uygulanan prosedürler belirli bir sistem içerisinde uygulanır.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

3. Uygulanan prosedürler eksik ve belirsizdir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX M. PERCEIVED ORGANIZATIONAL SUPPORT SCALE

Bu bölümdeki soruları çalıştığınız kurumdaki yönetici/yöneticilerinizi, çalışma arkadaşlarınızı ve insan Kaynakları departmanını düşünerek cevaplayınız.
Şu anda çalışmıyorsanız eğer en son çalıştığınız şirketi düşünerek cevaplayınız.
(Sample Items)

2. Yöneticim işler çıkmaza girdiğinde güvenilebileceğim biridir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

6. Yöneticim sağlık, mutluluk gibi genel durumumla ilgilenir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

7. Yöneticim performansımı nasıl geliştirebileceğim konusunda bana yol gösterir.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

9. Çalışma arkadaşlarım işimi yapmamda yardımcı olurlar.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

10. Çalışma arkadaşlarım konuşmaya ihtiyaç duyduğumda beni dinlerler.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

13. İnsan Kaynakları departmanı iş konuları ve gelişmeler hakkında bilgilendirme sağlar.

Hiç Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	2	3	4	5

APPENDIX N. JOB SEARCH BEHAVIOR SCALE

Lütfen geçtiğimiz **dört ay içinde** aşağıda yer alan iş arama faaliyetlerinin her birini yapma sıklığınızı derecelendiriniz.

(Sample Items)

2. Çeşitli iş bulma platformlarında (Kariyer.net, LinkedIn vb.) paylaşılan iş ilanlarına başvururdum.

Hiç Yapmadım	Nadiren	Ara Sıra	Sıklıkla	Çok Sık
1	2	3	4	5

4. Potansiyel işverenlere/şirkete veya yardımcı olabilecek kişilere özgeçmişimi gönderdim.

Hiç Yapmadım	Nadiren	Ara Sıra	Sıklıkla	Çok Sık
1	2	3	4	5

7. Bazı iş arama kuruluşlarıyla (iş ve işçi bulma kurumu, danışmanlık şirketi gibi) bağlantı kurdum.

Hiç Yapmadım	Nadiren	Ara Sıra	Sıklıkla	Çok Sık
1	2	3	4	5

8. İlgimi çeken şirketlerin internet sitelerini, sosyal medya hesaplarını inceledim.

Hiç Yapmadım	Nadiren	Ara Sıra	Sıklıkla	Çok Sık
1	2	3	4	5

APPENDIX O. OPPORTUNITIES SCALE

Bu bölümde şirketinizin size sağlamış olduğu fırsatları düşünerek aşağıda verilen soruları derecelendiriniz. Şu anda çalışmıyorsanız eğer en son çalıştığınız şirketi düşünerek cevaplayınız.

(Sample Items)

1. Kişisel gelişim fırsatları (Eğitim, seminer vb.)

Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1	2	3	4	5

2. Ücret

Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1	2	3	4	5

6. Kariyer fırsatları (terfi vb.)

Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1	2	3	4	5

8. Yan haklar (sağlık sigortası, yol-yemek ücreti vb.)

Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1	2	3	4	5

9. Genel olarak şirketimin bana sağladığı fırsatlardan memnunum.

Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1	2	3	4	5

APPENDIX P. DEMOGRAPHIC QUESTIONS

Bu bölümde demografik bilgiler yer almaktadır. Verdiğiniz cevaplar kişisel olarak değerlendirilmeyecek, herhangi bir kurumla paylaşılmayacaktır.

Cinsiyetiniz

- ☐ Kadın
- ☐ Erkek
- ☐ Belirtmek istemiyorum

Doğum yılınız

Eğitim durumunuz

- ☐ İlköğretim
- ☐ Lise
- ☐ Ön Lisans
- ☐ Üniversite
- ☐ Yüksek Lisans
- ☐ Doktora

Şu anda aktif olarak çalışıyor musunuz?

- ☐ Evet
- ☐ Hayır

İş hayatında toplam çalışma süreniz

- ☐ 0-2 yıl
- ☐ 3-5 yıl
- ☐ 6-10 yıl
- ☐ 10 yıl üzeri

Çalıştığınız şirketin bulunduğu sektör

- ☐ Enerji
- ☐ İlaç/Kimya
- ☐ Bilişim
- ☐ Eğitim
- ☐ Gıda
- ☐ Finans
- ☐ Lojistik
- ☐ Turizm
- ☐ Sağlık
- ☐ İnşaat
- ☐ Danışmanlık
- ☐ Diğer _____

Çalışma modeliniz

- ☐ Sürekli ofiste
- ☐ Hibrit
- ☐ Sürekli uzakta

Genel olarak sosyal medya platformlarında günde ne kadar zaman harcıyorsunuz?

- ☐ 0-1 saat
- ☐ 2-4 saat
- ☐ 5-7 saat
- ☐ 8-10 saat
- ☐ 10 saat üzeri

Çalışmaya katılım sağladığınız için teşekkür ederiz.