

What Drives People to Share? The Relationship Between Working Style and Workplace FoMO

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Abstract: Workplace FoMO is defined as the fear of missing important tasks, information, and knowledge. It is driven by the fear of the dread of experiencing the anger or psychological pressure, and indirect expectation of co-workers, managers or other stakeholders at the place of work. The term also refers to the loss of promising opportunities (Fear of Better Options – FoBO) and network possibilities which can lead to another phenomenon Fear of Doing Anything (FoDO) which refers to the state when someone is indecisive. After factorial analyses of the original 5 FoMO types of Alutaybi et al (2020) this study applies the following factors: *valuable information gathering, professional networking, individual contribution to work, and social interaction*. One of the influencing factors of FOMO is internal motivation which is connected to working style. Considering the internal motivation and attitude to work, based on Kahler's 5 positive drives (1975) Hay (2009) developed the following working styles: *hurry up, be perfect, please people, try hard and be strong*. This research presents the relationship between working styles and workplace FoMO based on a questionnaire filled by 201 employees of an international automotive company. Results shows that expect 'Try hard', the other 4 working styles indicate correlation with at least one of the factors of working FoMO.

Keywords: Workplace FoMO, Working style, Professional networking, Getting valuable information, Please people

1. Introduction

In the fourth industrial revolution (Philbeck & Davis, 2018), it is not a problem anymore to retrieve and exchange information in real-time. The speed and competition at work forces people to stay up to date and be proactive. The introduction of computer-mediated tools and social media platforms trigger instant communication (Hayran et al., 2020), leading to several socially related anxieties. One such anxiety is called "fear of missing out" or FOMO. Fear of missing out (FOMO) refers to the stressful feeling one perceives when excluded or socially disconnected (Budnick et al., 2020),. The distress caused by the awareness that networking opportunities are missed or relevant information is not shared refers to workplace FOMO.

2. Literature Review

2.1 FoMO and Workplace FoMO

Fear of missing out (later referred to as FoMO) as a concept was first used in the late 20th century by Dan Herman, who first formulated it in the field of marketing in relation to consumers as a motivating factor for purchase (Herman, 2000). Yet the current understanding of FoMO, and the popularization of the term itself, can be traced back to McGinnis (2004), who in an article for the Harvard school journal Harbus, described the social structure of students and the 'illnesses' that affect them. According to McGinnis, the fear of missing out on social programs leads to an over-commitment that causes students to cram dozens of programs into a short time span. Due to the novelty of the concept there are not yet many definitions of FoMO. The only generally accepted description is that of Przybylski et al (2013), who described the phenomenon as a pervasive fear of missing out on valuable experiences and good experiences that others might have that we miss out on. For this reason, FoMO is characterized by a desire to stay connected to everything that others are doing. Wiesner (2017) describes the fear of missing out as a two-sided phenomenon that can occur because of the physical inability of the individual to open an incoming message. On the other hand, those who perceive the FoMO phenomenon even when there is no new incoming information or message are unable to reduce anxiety. Focusing on the latter, Wiesner says FoMO is the feeling of missing out on something while trying to communicate with others through social media. This occurs because the individual has a constant need for fresh information or feels the incoming information is not being absorbed. In either case, the individual's goal is to satisfy the need to belong somewhere (Wiesner, 2017). Alutaybi et al (2020) classified FoMO into 5 categories:

- When Others Do Not Interact as Expected
- When Unable to Interact or Connect as Wished
- When Unwilling to Engage in Social Interaction
- When Having to or Feeling a Need to Engage in Continuous Untimed Interactions
- When an Online Social Gathering is Expected

They also listed what causes the development of each type and what countermeasures are possible.

Alutaybi et al. (2020) proposed five types of FoMO that individuals may experience in the context of social media:

- *Social FoMO*: This type of FoMO is related to fear of missing out on social events or activities. People with social FoMO may feel anxious or left out if they see their friends or colleagues socializing without them on social media.
- *Informational FoMO*: This type of FoMO is related to fear of missing out on important news or information. People with informational FoMO may feel anxious or left out if they see their friends or colleagues sharing news or information that they have not seen yet.
- *Experiential FoMO*: This type of FoMO is related to fear of missing out on exciting experiences or adventures. People with experiential FoMO may feel anxious or left out if they see their friends or colleagues sharing photos or stories of fun experiences that they were not a part of.
- *Imaginative FoMO*: This type of FoMO is related to fear of missing out on creative or artistic experiences. People with imaginative FoMO may feel anxious or left out if they see their friends or colleagues sharing photos or stories of creative projects or events that they were not a part of.
- *Object-oriented FoMO*: This type of FoMO is related to fear of missing out on material possessions or consumer experiences. People with object-oriented FoMO may feel anxious or left out if they see their friends or colleagues sharing photos or stories of new products or luxury experiences that they were not able to purchase or participate in.

These five types of FoMO can help individuals identify the specific triggers and situations that cause them to feel anxious or left out, and develop strategies for managing these feelings in a healthy way. It's worth noting that these types of FoMO are not mutually exclusive, and individuals may experience more than one type of FoMO at the same time.

These studies however, are mostly limited to social media-related measures such as setting up automatic replies or status updates.

In his research, Przybylski et al (2013) investigated the impact of FoMO on motivation and well-being, and the demographic factors that influence it. His results showed that higher FoMO scores are more common in young adults, including young men. It also confirmed what had previously been speculated or shown by qualitative studies that FoMO has a negative impact on psychological well-being. It also showed a negative correlation between FoMO and general mood and overall life satisfaction (Przybylski et al., 2013). These findings were supported by Elhai et al. (2016), who, in addition to the factors already examined, also showed an association of FoMO with depression and general anxiety (Elhai et. al., 2016).

Although FoMO is essentially a social media phenomenon, its impact can also be observed in the workplace. Indeed, the study of the phenomenon in this context and the dissemination of these findings is just beginning to take off in national and international research fields.

The first and so far only definition of FoMO in the workplace was provided by Budnick et al. (2020), who transposed Przybylski et al's definition to the workplace environment. They defined workplace FoMO based on promising job opportunities and comparisons with colleagues as the fear of missing out on significant career opportunities relative to colleagues if we are absent from work. These missed career opportunities can manifest in missing out on professional networking opportunities, missing out on valuable information, social gatherings, promotions, or even new technologies or tools that are being implemented in the workplace or missing out on key decisions or projects for the organization (Budnick et al., 2020).

Workplace FOMO can have negative consequences on employees' morale, productivity, and job satisfaction, as they may feel excluded, undervalued, or not fully engaged in their work. It can also lead to unhealthy competition, gossip, or resentment among colleagues, and can create a toxic work environment. Employers and managers can help mitigate workplace FOMO by fostering a culture of inclusion, transparency, and communication, by providing equal opportunities for all employees to participate in relevant activities and events, and by recognizing and rewarding individual achievements and contributions.

Budnick et al. (2020) first proposed workplace FOMO measure set up 3 types of FOMO: relational, informational, and work output exclusion. After an exploratory factor analysis, they found a two-factor scale: relational exclusion and information exclusion. Relational exclusion is an employee's worry that their interpersonal relationships with colleagues may suffer because they cannot maintain business relations (Budnick et al., 2020). Informational exclusion refers to the fear that one has no relevant social or task information. Albers' (2020)

factor analysis found a similar two factor structure but to some extent altered scopes. Therefore relational exclusion was renamed “opportunity exclusion” to account for the fear that relationships suffer due to missed networking opportunities.

2.2 Working Styles

Working style refers to an individual's preferred approach, habits, and methods of completing tasks and accomplishing work-related goals. It encompasses the unique combination of behaviors, attitudes, and work patterns that a person adopts in their professional life. A person's working style may be influenced by their personality traits, values, past experiences, and the demands of their job or industry (Robbins et al. 2018). Working style can include various aspects, such as: time management, communication, collaboration, problem-solving, decision-making, work-environment, and work-life balance. Understanding one's working style can help individuals optimize their productivity, leverage their strengths, and find job satisfaction (Kinicki and Fugate, 2018).

Motivation plays a crucial role in shaping an individual's working style. When individuals are motivated, they are more likely to adopt a proactive and engaged approach to their work. Motivated individuals may demonstrate a strong work ethic, take initiative, and exhibit a preference for a particular working style that aligns with their intrinsic motivations and values.

Kahler and Capers (Kahler & Capers, 1974) developer of the Process Communication Model (PCM), identified six motivational drivers that influence performance and working style. These drivers are based on his observations of personality types and communication patterns. The six drivers are inclusion, control, affection, achievement, freedom and fun. According to the theory, each person has a unique combination of these drivers, with varying intensities. By understanding these drivers in oneself and others, it becomes possible to communicate and motivate more effectively, tailor work environments, and address individual needs for optimal performance and job satisfaction.

Based on Kahler & Capers (1974) theory Hay (2009) developed the following five working styles:

- *Hurry Up:* People with this working style tend to be action-oriented and enjoy taking charge of situations. They thrive on pressure and enjoy a fast-paced work environment.
- *Be Perfect:* People with this working style strive for excellence and take pride in doing things well. They pay close attention to details and are often self-critical, with high standards for themselves and others.
- *Please People:* People with this working style focus on building positive relationships and ensuring that others are happy and satisfied. They are often team players and enjoy collaborating with others.
- *Try Hard:* People with this working style are persistent and determined, and are willing to put in extra effort to achieve their goals. They are often self-motivated and have a strong work ethic.
- *Be Strong:* People with this working style tend to be independent and self-reliant, and may be reluctant to ask for help or support. They value their own opinions and may be resistant to feedback or criticism.

Radu et al (2017) go further and summaries the advantages and disadvantages of the Hay's 5 working styles.

Table 1: Advantages and Disadvantages of the Drive Based Working Styles (based own Radu et al. 2017:382, own editing)

Driver	Main belief	Advantage	Disadvantage
„Be strong!”	have to be strong and independent	rational decisions without emotional attachments	weak human relationships
„Be perfect!”	need to be perfect and always do the right thing	well-planned tasks and competent execution	slips due to over-planning
„Hurry up!”	need for speed and efficiency	fast turnaround	ignoring details, resulting in sloppy quality

Driver	Main belief	Advantage	Disadvantage
„ Make an effort! ”	need to try harder, need patience and persistence	persistence in situations where others have given up	slow decision-making, slipping deadlines
„ Get pleasure! ”	satisfaction of others comes first	team harmony	underestimating your own work

These working styles can help individuals identify their strengths and weaknesses in the workplace and develop strategies for working more effectively with others. However, it's important to note that everyone has a unique working style, and that these styles can change over time or in different situations. Moreover, working styles are just one aspect of a person's overall personality and behavior, and should be considered in conjunction with other factors such as emotional intelligence, values, and goals.

2.3 Workplace FoMO and Working Style

The relationship between working style and workplace FOMO can be complex and multifaceted. Different working styles can influence the extent to which employees experience FOMO at work, and how they respond to it. For example, employees who have a more extroverted or social working style may be more likely to experience FOMO in social situations, such as team lunches or after-work drinks, and may feel left out or disconnected if they are not included. On the other hand, employees with a more introverted or independent working style may be more likely to experience FOMO related to individual projects or tasks, and may feel like they are missing out on opportunities for growth or recognition (Rozgonjuk et al., 2021).

Moreover, some working styles may exacerbate workplace FOMO, such as perfectionism or competitiveness, as employees may feel like they need to be involved in everything and achieve success in every aspect of their work (Marsh et al. 2022). This can lead to burnout and stress, and can ultimately negatively impact their job performance and well-being (Gorji, 2011). Overall, it is important for employees to understand their own working style and how it may influence their experience of workplace FOMO, as well as for employers to create a supportive and inclusive work environment that values and accommodates different working styles. This can help reduce the negative impact of FOMO on employees and promote a more productive and positive workplace culture.

Hay's (2009) working styles are not directly related to workplace FOMO, which refers to the fear of missing out on social or professional opportunities in the workplace. However, it is possible that individuals with certain working styles may be more prone to experiencing workplace FOMO. For example, individuals with a "please people" working style may feel pressure to say yes to every social or professional invitation in order to maintain positive relationships with their colleagues, even if it means overcommitting themselves and feeling overwhelmed. Similarly, individuals with a "try hard" working style may feel like they need to be involved in every project or opportunity in order to prove their value and competence to their colleagues or superiors, which could lead to feelings of FOMO if they are unable to participate in everything. On the other hand, individuals with a "be strong" working style may be less likely to experience workplace FOMO, as they may be more comfortable with working independently and focusing on their own goals and priorities rather than feeling pressure to be involved in everything that is happening in the workplace (Hay, 2013).

Fear of Better Options (FoBO) and Fear of Doing Anything (FoDA) are two related concepts that describe different forms of decision-making anxiety or indecisiveness.

FoBO refers to the fear or anxiety that people may experience when they are faced with a range of options or choices, and they worry that there may be a better choice out there that they are missing. This can lead to indecisiveness, procrastination, or a sense of regret or dissatisfaction with the chosen option. FoBO can be especially relevant in contexts where there is a high degree of choice or uncertainty, such as career decisions, relationship choices, or purchasing decisions (Boyan, 2022). FoDA, on the other hand, refers to the fear or anxiety that people may experience when they are faced with a task or activity that they feel unsure or unprepared for, and they worry that they may fail or make a mistake. This can lead to avoidance, procrastination, or a sense of overwhelm or stress. FoDA can be especially relevant in contexts where there is a high degree of novelty, complexity, or ambiguity, such as new projects, job tasks, or social situations (McGinnis, 2004).

Both FoBO and FoDA can have negative consequences on individuals' well-being, productivity, and decision-making processes, and may be related to other mental health issues such as anxiety, depression, or perfectionism. Recognizing and addressing these fears can help individuals make more informed and confident

decisions, and lead to a greater sense of fulfillment and satisfaction in their personal and professional lives (Reagle, 2015).

It's important to note, however, that these are just hypothetical examples, and that everyone's experience of workplace FOMO is unique (Ashkanasy et al. 2000). A person's working style is just one of many factors that can influence how they approach their work and relationships in the workplace. Different working styles may have varying levels of susceptibility to workplace FoMO. For example, individuals with a more collaborative working style that involves frequent interaction and networking may be more prone to experiencing FoMO in the workplace. On the other hand, individuals with a more independent or task-oriented working style may be less affected by workplace FoMO (Hay, 2013). Certain working styles may prioritize constant communication, information sharing, and being up-to-date, thus potentially exacerbating workplace FoMO. Conversely, individuals with different working styles may be more focused on individual tasks or require less frequent communication, reducing the impact of FoMO. The organizational culture can play a role in shaping the prevalence and impact of workplace FoMO. Cultures that emphasize constant connectivity, socialization, and inclusion may foster a higher likelihood of experiencing FoMO. In contrast, cultures that prioritize autonomy, task completion, and self-directed work may reduce the incidence of workplace FoMO. Individual traits and mindset also play a significant role. Individuals with a greater need for external validation or a fear of missing out in general may be more susceptible to workplace FoMO, regardless of their specific working style. Personal characteristics such as self-confidence, self-esteem, and the ability to manage one's emotions can impact how individuals perceive and respond to workplace FoMO (Tandon et al, 2021). Those with a strong separation between work and personal life may be less prone to experiencing FoMO, as they are more focused on personal commitments and interests outside of work.

The research of Fridchay and Reizer (2022) indicates that individual differences in FoMO are associated with relatively low levels of job performance, thus this study does not include working style analyses. Although the number of FoMO studies are increasing there are still gap both in theory and applied research considering the relationship of workplace FoMO and working styles.

3. Research Question and Methodology

Scholars have suggested that working styles and workplace FoMO indicates some kind of link to each other, thus these implications are rather theoretical or focusing on individual traits. There is lack of understanding regarding the impact of FoMO in the workplace and on working styles. Therefore a research hypothesis is articulated:

H1: There is a relationship between workplace FoMO and drivers based working styles.

A primary quantitative research in the form of a questionnaire was carried out with an international automotive company in Hungary in 2022 winter. The study sample is 1772 employees (total number). The questionnaire first part included demographical and job-related questions. The working style part was based on work of Taibi Kahler questions categorized by Hays applying the The Padfield Partnership consultancy validated questionnaire. This contains 25 statements, where the respondent is asked to give a score between 0 and 8 for each statement. For measuring workplace FoMO Budnick et al. (2020) original questionnaire was translated, validated and completed with questions to adjust to the Hungarian respondents. Two new factors were added. The first factor, individual contribution to work, was also assessed by the researchers themselves in their study, but was dropped in the analysis, reducing the number of factors to two. Since the sample in the original study was independent of industry and company, and the sample was drawn only from the United States the questionnaire was adjusted to automotive industry. The second new factor was named social interactions. This part consists of 20 statements, where respondents indicated on a five-item Likert scale how true the statements were for them.

4. Analyses and Results

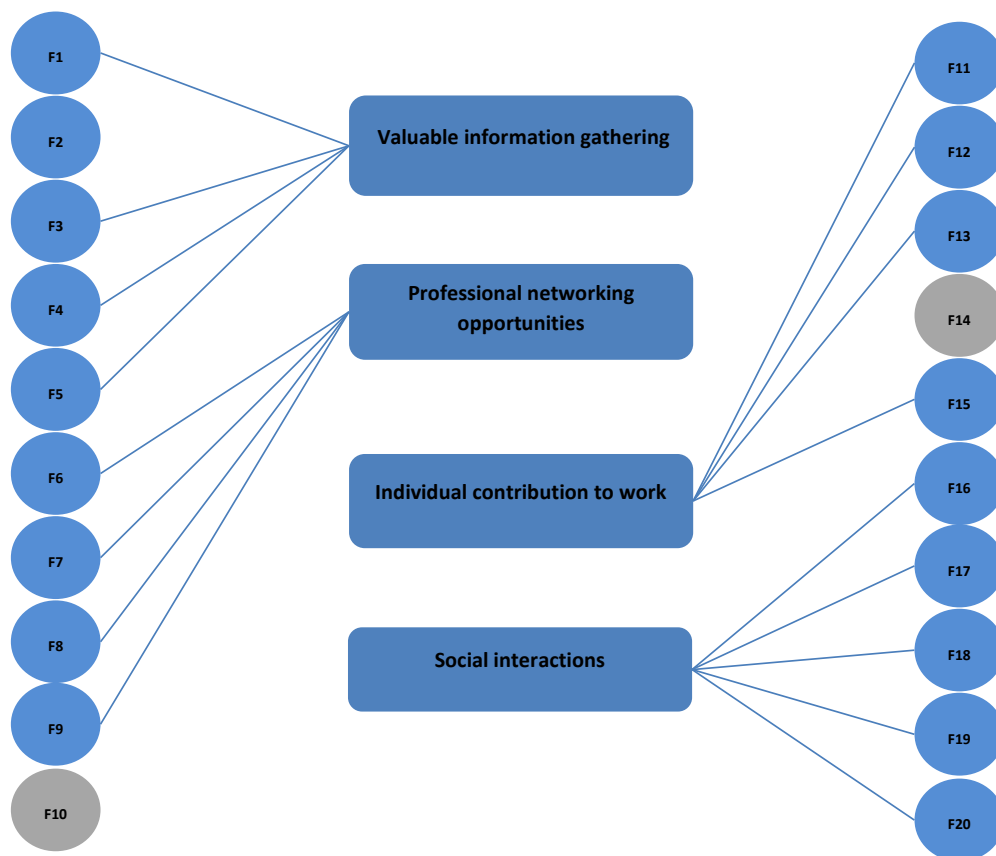
4.1 Descriptive Statistics

The descriptive analyses show that out of the 1772 employees 290 people started the questionnaire and 201 completed (148 male and 53 female) it. This is an 11.3% response rate. Regarding job occupations 132 non-managerial employees, 30 non-managerial team leaders (e.g. project managers), 20 team leaders, 16 middle managers and 3 senior managers were identified. The majority of the respondents, 74, have been working for the company for more than 10 years, 49 between 5-10 years, 47 between 2-5 years and 31 less than 2 years. This means that the 61% of the respondents have been working there over 5 years.

As the working style questionnaire was translated to Hungarian, a reliability test needed to be carried out. Based on the results of the reliability test, the Cronbach's Alpha value was 0.717, so the reliability of the questionnaire is acceptable. Regarding working styles the dominant responses were "Get pleasure!" (34.8%) and "Be perfect!" (32.3%). These were followed by "Hurry up!" (13.9%), "Be strong!" (9.5%) and "Make an effort!" (9.5%).

To measure workplace FoMO a reliability test was carried out after the translation. This resulted in a Cronbach's alpha of 0.953, which indicates that the reliability of the questionnaire is excellent. Due to the completion and translation of the questionnaire a new factor analysis had to be applied. The results of the analysis show that 4 factors explain 77% of the information content of the model. The associated KMO value is 0.921, which is associated with a Khi squared value of 284.974 with a significance level of 0. These 4 factors are: *valuable information gathering*, *professional networking opportunity*, *individual contribution to work* and *social interactions*. The first two factor names were kept from the original Budnick et al. (2020) model and the last two were named after the communality test and Goodness-of-fit results. Table 2 shows the result of the factors analyses. Two of the items (F10, F14) cannot be linked to any of the factors, therefore they are disregarded from the analyses.

Table 2: The Modified Workplace FoMO Model at Work After Factor Analysis



4.2 Relationship Analyses

The correlation analysis of workplace FoMO and demographic data shows that workplace FoMO has a weak significantly negatively relationship with the respondents' age (-0.191) and time spent at the company (-0.109), while there is no significant correlation with the other variables. This suggests that the younger the employee and the less time they have been with the company, the higher their perceived FoMO at work.

To test *H1*, *There is a relationship between workplace FoMO and drivers based working styles*, variance analysis has been conducted using dominant working styles as independent variables and principal component describing workplace FoMO as dependent variable. The resultant ANOVA shows (Figure 1.) a 0.043 significance level, which suggests that the null hypothesis that the two variables are independent of each other should be rejected. This implies that there is a significant relationship between working style and workplace FoMO.

ANOVA

REGR factor score 1 for analysis 1

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9,743	4	2,436	2,509	,043
Within Groups	190,257	196	,971		
Total	200,000	200			

Figure 1: ANOVA Testing of the Relationship Between Workplace FoMO and Working Style

At the factorial level, it can also be stated that all other factors of workplace FoMO, with the exception of the factor of social interactions, are significantly correlate with working styles. The relationships are shown in Table 3, where the positive significant (sig. <0.05) relationships are highlighted.

Table 3: Strength and Direction of Correlation Between Workplace FoMO Factors and Working Styles

	„Hurry up!”	„Be perfect!”	„Get pleasure!”	„Make effort!” and	„Be strong!”
FoMO – Valuable information gathering	0,103 (0,035)	0,076 (0,118)	0,146 (0,003)	0,094 (0,055)	0,069 (0,158)
FoMO – Professional networking opportunities	0,127 (0,009)	0,08 (0,103)	0,136 (0,005)	0,078 (0,109)	0,165 (0,001)
FoMO – Individual contribution to work	0,013 (0,787)	0,109 (0,026)	0,119 (0,015)	0,020 (0,688)	0,061 (0,210)
FoMO Social interactions–	-0,025 (0,603)	-0,021 (0,670)	0,000 (0,999)	0,041 (0,400)	0,018 (0,714)

The Post Hoc analysis confirmed that for all factors of workplace FoMO certain working styles significantly differ from each other.

The results indicate that all working styles except "Make an Effort" are correlated with some factor of workplace FoMO. The *Professional networking opportunities* FoMO factor show correlation with 3 working styles: "Hurry up!", "Get pleasure!" and "Be strong!". *Valuable information gathering* FoMO factor has relation to "Hurry up!" and "Get pleasure!" While "Be perfect!" and "Get pleasure!" working styles display a correlation with *Individual contribution to work* FoMO factor. In contrast, the newly introduced *Social interaction* FoMO factor is not linked to any of the work styles.

5. Discussion an Implications

The result of the present study implies several ways to go further in deeper analyses. First, that employees main drives which influence their working style are either to get pleasure or to be perfect. The weak but significant relation indicates that younger and new employees experience higher FoMO which can be explained by their effort to fit in with a "Hurry up" or "Be strong" working styles. What makes people to share? It might be fear of missing out to get valuable information or professional network opportunities. Those whose working style is "Hurry up" may feel the time squeeze to gain and give information. They are action- and achievement-oriented and enjoy a fast-paced work environment. On the other hand quite large some of the respondents share information and network because they want to "Get pleasure". In other words they would like to keep positive relationships with and/or to satisfied their peers and managers. What is attention-grabbing that "Make and effort" working style is not at all connected to workplace FoMO. One of the explanation can be that that these people are consciously driven, energetic by their nature. These employees have a very strong work ethic and

the drive is not fear but flow. Nevertheless the present study is not complex enough to draw strong conclusions. Future thorough research and bigger database are needed to gain more stable assumptions.

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