The Effect of Organizational Ostracism on Employees Fear of Missing Out (FOMO) and Intrinsic Intention to Quit: A Research on Occupational Health and Safety Employees[1]

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Abstract

This study aims to deeply examine the effects of organizational exclusion on employees. Concepts such as fear of missing out (FOMO) and intention to quit are becoming increasingly significant in today's work environment. Organizations must develop various strategies to ensure the healthy maintenance of employees' social relationships. The research was conducted with 507 employees working in the field of occupational health and safety. Structural regression analysis was employed to determine the effects of organizational exclusion on job satisfaction, motivation, and intention to quit. The results indicate that the tendency for organizational exclusion significantly affects employees' fear of missing out and their intention to leave the job. Particularly considering age differences and related concerns, the study recommends the implementation of age-specific mentorship programs and social activities. Such initiatives can help mitigate the negative impacts of organizational exclusion while enhancing employee motivation and commitment. This study claims to be the first research addressing the concepts of FOMO, intention to quit, and organizational exclusion within the occupational health and safety sector. In conclusion, it is crucial for organizations to develop employee-centered strategies for both individual and organizational success. This study provides important insights for maintaining healthy relationships in the workplace and increasing employee engagement. Addressing organizational exclusion will not only boost employee satisfaction but also positively influence overall organizational efficiency.

Keywords: *Organizational Exclusion, Fear of Missing Out, FOMO, Intrinsic Intention to Quit, Occupational Health and Safety*

Örgütsel Dışlanmanın, Çalışanların Gelişmeleri Kaçırma Korkusu(FOMO) ve İçsel İşten Ayrılma Niyeti Üzerine Etkisi: İş Sağlığı ve Güvenliği Çalışanlarına Yönelik Bir Araştırma

Öz

Bu çalışma, örgütsel dışlanmanın çalışanlar üzerindeki etkilerini derinlemesine incelemeyi amaçlamaktadır. Özellikle gelişmeleri kaçırma korkusu (FOMO) ve içsel işten ayrılma niyeti gibi kavramlar, günümüz iş ortamında giderek daha fazla önem kazanmaktadır. Örgütler, çalışanların sosyal ilişkilerinin sağlıklı bir şekilde sürdürülebilmesi için çeşitli stratejiler geliştirmek zorundadır. Araştırma, iş sağlığı ve güvenliği alanında görev yapan 507 çalışanla gerçekleştirilmiştir. Yapısal regresyon analizi kullanılarak, örgütsel dışlanmanın, bireylerin iş tatmini, motivasyonu ve işten ayrılma niyeti üzerindeki etkileri belirlenmiştir. Sonuçlar, örgütsel dışlanma eğiliminin, çalışanların gelişmeleri kaçırma korkusu ve içsel işten ayrılma niyeti üzerinde belirgin bir etki yarattığını ortaya koymaktadır. Özellikle yaş farklılıkları ve bunlara bağlı kaygılar dikkate alınarak, yaşa özel mentorluk programları ve sosyal etkinlikler düzenlenmesi önerilmektedir. Bu tür

uygulamalar, örgütsel dışlanmanın olumsuz etkilerini azaltabilir ve çalışanların motivasyonunu, bağlılığını artırabilir. Bu çalışma, iş sağlığı ve güvenliği sektöründe FOMO, işten ayrılma niyeti ve örgütsel dışlanma kavramlarını ele alan ilk araştırma olma iddiasındadır. Sonuç olarak, örgütlerin çalışan odaklı stratejiler geliştirmesi, hem bireysel hem de kurumsal başarı için kritik öneme sahiptir. Bu çalışma, iş ortamında sağlıklı ilişkilerin sürdürülmesi ve çalışan bağlılığının artırılması adına önemli bulgular sunmaktadır. Örgütsel dışlanma ile mücadele etmek, yalnızca çalışan memnuniyetini artırmakla kalmayacak, aynı zamanda organizasyonel verimliliği de olumlu yönde etkileyecektir.

Anahtar Kelimeler: *Örgütsel Dışlanma, Gelişmeleri Kaçırma Korkusu, FOMO, İçsel İşten Ayrılma Niyeti, İş Sağlığı ve Güvenliği*

1. Introduction

In today's workplace, employees' social and emotional experiences significantly impact job productivity and commitment. The nature of social interactions and relationships among colleagues can either strengthen or weaken employees' organizational loyalty. In this context, the concept of organizational exclusion describes a situation in which employees are intentionally or unintentionally excluded from social and professional processes. This exclusion can lead to feelings of isolation, decreased motivation, and ultimately, an increased intention to quit.

This article examines the effects of organizational exclusion on employees in the workplace. The research focuses on the emotional and behavioral outcomes of employees, specifically exploring the concepts of "Fear of Missing Out" (FOMO) and "Intention to Leave." FOMO, especially in the digital age, has become a growing concern, describing the anxiety individuals feel about missing out on social or professional opportunities. Intention to leave refers to employees considering quitting their jobs due to job dissatisfaction and lack of commitment, yet not acting on these thoughts.

The core research question of this study is how organizational exclusion affects employees in the field of occupational health and safety. The aim is to reveal the relationship between organizational exclusion, FOMO, and intention to leave. Understanding this relationship can provide employers with insights into enhancing job satisfaction and reducing turnover rates. Additionally, the study focuses on how FOMO has become more prevalent in the digital workplace and how this situation affects employees' professional lives.

The article will present a theoretical framework for organizational exclusion, detailing the concepts of FOMO and intention to leave, and supporting the relationships among these three concepts with empirical data. The findings will analyze the direct and indirect effects of organizational exclusion on employees' FOMO and intention to leave,

discussing the implications of these effects on employee satisfaction and organizational commitment.

In contemporary work environments, the quality of social relationships and communication in the workplace is crucial for employees' emotional well-being and job satisfaction. Social exclusion at work not only impacts individual performance but also has serious consequences for overall organizational productivity. Organizational exclusion entails individuals being deprived of social and professional interactions, either intentionally or unintentionally by their colleagues. This process can lead to a loss of social capital, lack of motivation, and ultimately trigger the intention to leave (Öztırak & Orak, 2022).

The main focus of this study is to examine the psychological and behavioral consequences of organizational exclusion on employees. Targeting particularly those in the field of occupational health and safety, the study aims to understand the effects of organizational exclusion on FOMO and intention to leave. The concept of organizational exclusion has gained significant attention in recent years within the literature of work psychology. However, its relationship with FOMO has not been thoroughly explored. FOMO describes the anxiety and apprehension employees feel about missing professional or social opportunities. In the digital age, individuals constantly feel the need to stay current, and those experiencing exclusion may feel even more distanced from this process.

The focus on the occupational health and safety sector is due to the critical importance of social interactions and teamwork in this field. Employees in this sector often work in high-risk environments, making factors like job satisfaction, social support, and work motivation crucial for their success. Negative social processes such as organizational exclusion can directly impact employees' job satisfaction and motivation. Moreover, in fields that require high levels of attention, social isolation can increase the risk of errors in the workplace, leading to serious safety implications.

This study aims to contribute to the development of strategies that enhance employees' emotional well-being while raising awareness about the importance of social interactions in the workplace. Understanding how contemporary concepts like FOMO and intention to leave interact with organizational exclusion will help illuminate the impact of social dynamics on employees.

Research Purpose and Hypotheses

The primary aim of this study is to analyze the psychological and behavioral consequences of organizational exclusion on employees. By examining the effects of organizational exclusion on FOMO and intention to leave, the study will clarify the relationships between these two variables. Specifically, it seeks to answer the following questions:

1. How does organizational exclusion affect employees' experiences of FOMO?

2. What role does FOMO play in employees' intentions to leave their jobs?

3. How does organizational exclusion shape employees' commitment at both individual and organizational levels?

In addressing these questions, one of the core hypotheses is that organizational exclusion not only creates short-term psychological effects but also increases long-term intentions to leave. Additionally, it is anticipated that FOMO contributes to employees making more frequent social comparisons in the digital age, resulting in a negative relationship with job satisfaction.

2. Conceptual Framework

2.1. Organizational Exclusion

Organizational ostracism is the conscious or unconscious exclusion of employees from social interactions, information sharing, or decision-making processes at work. This process can cause employees to feel lonely at work and to be seen as unworthy in their jobs. Organizational ostracism is often expressed through the behaviors of coworkers and managers and causes serious damage to social capital, job satisfaction, motivation, and individual commitment (Ferris, Brown, Berry, & Lian, 2008). Institutional ostracism means that an individual is deprived not only of social interactions but also of active participation in the work process. This process can manifest itself in many different ways, such as employees not participating in important tasks, not being included in team projects, not being invited to meetings, and being excluded from decision-making mechanisms. Excluded employees often experience isolation at work, and the long-term effects of this isolation can have negative consequences on the individual's mental health (Leung, Wu, Chen, 2007). Organizational boycotts cause employees to feel unworthy, and over time, these feelings can turn into deeper job dissatisfaction and intentions to leave their jobs. Additionally, the trust

of ostracized individuals in other employees and managers in the workplace may be damaged. This can lead to decreased workplace productivity, teamwork, and job performance (Robinson, O'Reilly, & Wang, 2013). Focusing on the social and psychological consequences of organizational ostracism allows us to better understand the impact of this concept on individuals and organizations. Research shows that ostracism not only negatively impacts individual performance but also affects overall motivation in the workplace (Jones, 2009). Individuals who lack social support in the workplace have difficulty establishing healthy relationships with their coworkers and may show signs of alienation from their work over time. In this context, organizational boycotts can also be seen as a sign of a toxic workplace culture (Ike et al., 2024).

Ostracism is the process of systematically isolating an individual or group from a community or social environment. Such exclusion negatively affects the individual's social and psychological position within a group. In an organizational context, ostracism refers to the conscious or unconscious isolation of employees from social relationships and professional processes at work. This isolation may manifest itself in situations such as employees not actively participating in work processes, being excluded from strategic decisions, or not being included in information sharing. Recent studies have shown that such exclusion has serious negative effects on employees' psychological well-being and organizational commitment (Huang & Zhou, 2022; Öztırak, 2023; Ahmed et al., 2024). Organizational ostracism often takes shape within the framework of power balances and social relationships at work; employees with strong social networks tend to receive more support and resources than those with weaker connections.

On the other hand, employees who are removed from social networks will also be isolated from corporate decision-making processes and business relationships. This situation causes employees to question their roles and values at work and can create a lack of self-confidence in the individual in the long term. Such exclusions not only negatively affect the employee's psychological state, but also affect job performance. Employees with low job satisfaction and commitment may tend to minimize their contributions to the business process (Alabri, 2022).

2.2. Fear of Missing Out (FOMO)

Fear of Missing Out is a concept that has become increasingly common in the modern digital age. The rapid growth of social media platforms and the need for constant connection

between individuals have led to the spread of this fear. First defined as "FOMO" (Fear of Missing Out), this phenomenon refers to individuals' fear of missing out on social or professional opportunities that other people experience and their anxiety about not being able to seize these opportunities (Przybylski, Murayama, DeHaan, & Gladwell, 2013). FOMO is evident not only in an individual's personal life but also in their experiences at work. Especially in an organizational context, employees may feel like they are falling behind while their colleagues are following developments. This can negatively affect both employees' job satisfaction and motivation (Elhai, Levine, Dvorak, & Hall, 2016). In the business world, FOMO can manifest itself as the fear of not being informed about innovations, missing out on development opportunities, and falling behind in social interactions (Brailovskaia, & Margraf, 2024).

The effects of FOMO on employees are further deepened by factors such as digital addiction, social media use, and the need to be constantly online. The rapid increase in changes in workplaces today and the rapid adoption of new technologies can increase this fear among employees, causing stress and anxiety. In addition, the effects of FOMO on individual job performance should not be ignored. Individuals may tend to work more due to the fear of missing out on the successes of others or opportunities at work, which can lead to burnout syndrome in the long term (Baker, Krieger, & LeRoy, 2016; Öztırak, 2023; Abu-Shanab et al., 2024).

As a result, FOMO is a phenomenon that can have serious consequences both individually and organizationally. Understanding the effects of this fear on employees is important in terms of managing social dynamics and individual performance in the workplace. FOMO can also be effective in workplaces, especially in the digital age, as a phenomenon related to the fear of missing out on social and professional opportunities (Yang et al., 2024). The widespread use of social media platforms in particular increases the need for individuals to be constantly connected to each other and follow developments. Wu and Zhou (2019) emphasize that FOMO, combined with the anxiety of falling behind in social interactions, can increase job stress and have negative consequences on individual performance. This situation can cause anxiety among employees and negatively affect job satisfaction (Elhai et al., 2016).

2.3. Intention to Leave Employment

Intrinsic turnover intention refers to the situation where employees develop a desire to voluntarily leave their jobs as a result of internal processes they experience at work. This concept occurs as a result of employees' emotional attachment to their jobs decreasing and their satisfaction levels at work decreasing. Job dissatisfaction, loss of motivation and weakening of organizational commitment are the main factors underlying intrinsic turnover intention. This type of turnover intention is related to the individual's own internal emotional and psychological states rather than external reasons. Intrinsic turnover intention begins with the individual losing interest and commitment to their jobs. Employees may develop such a tendency when they generally cannot find meaning in their jobs and think that their jobs do not provide them with sufficient personal or professional satisfaction. Intrinsic turnover intention refers to a process in which employees begin to accept the decision to leave their jobs mentally and emotionally, but have not yet actually left their jobs (Ferris, D., Brown, M., & Berry, J. 2023). During this process, the individual weakens their attachment to the workplace and gradually reduces their emotional investment in their jobs. At this point, it can be observed that the employee mentally leaves the workplace, but physically continues to work.

Intrinsic turnover intention is usually directly related to job dissatisfaction and workplace dissatisfaction. When an individual feels unvalued or unmotivated at work, their interest in their job may decrease, which can accelerate the intrinsic turnover process. In addition, lack of organizational support, problems with coworkers, insufficient career development opportunities, or excessive stress at work are among the factors that trigger intrinsic turnover intention (Brison, N., & Caesens, G. 2023). Therefore, intrinsic turnover intention is not only related to the individual's personal satisfaction level, but also closely related to the social and organizational dynamics at work.

When an employee develops intrinsic turnover intention, their productivity at work decreases and their commitment to their job weakens. Attitudes towards work become negative, performance decreases, and in the long run, employees begin to seriously consider leaving their job as an option. However, intrinsic turnover may not always result in actual turnover. Individuals may remain at work due to factors such as economic reasons, job security, or concerns about finding another job. In this case, although the employee is present at work, his/her emotional commitment to his/her job is significantly reduced and the

individual may tend to exhibit minimal performance (Gradisar, M., Woods, H. C., & Scott, 2019).

Intrinsic turnover intention can also have important psychological consequences for individuals. When employees do not feel valued at work or are not satisfied with their jobs, this can negatively affect their overall life satisfaction. Especially in modern working conditions where work life and personal life are intertwined, dissatisfaction and loss of motivation experienced at work can also threaten the psychological health of individuals. For example, job dissatisfaction and stress can lead to psychological problems such as depression, anxiety, and burnout in individuals (Budnick, Rogers, & Barber, 2020). As a result, intrinsic turnover intention is directly related to internal processes such as dissatisfaction, stress, and loss of motivation experienced by employees at work. This process weakens individuals' commitment to their jobs and may result in actual turnover in the long term. For employers, recognizing this situation in advance and developing strategies to increase employees' job satisfaction can prevent intrinsic turnover intention. Providing emotional and professional support to employees, increasing career development opportunities, and strengthening positive social relationships in the workplace play an important role in preventing intrinsic turnover intentions (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

3. Method

3.1. Purpose of the Research

The aim of the study is to reveal the relationship between organizational exclusion and FOMO and spiritual turnover intention. Understanding this relationship can guide employers to increase employee job satisfaction and reduce turnover rates. In addition, how FOMO has become more prevalent in the digitalized business world and how this situation affects employees' work lives is one of the main focuses of this study.

3.2. Universe and Sample

The research universe consists of a total of 222,241 people working in the field of occupational health and safety according to the 2024 data of the General Directorate of Occupational Health and Safety of the Ministry of Labor and Social Security of Turkey, OHS KATIP. These people are categorized as Class A Occupational Safety Specialists (23,752 people), Class B Occupational Safety Specialists (28,275 people), Class C

Occupational Safety Specialists (94,294 people), Workplace Physicians (51,849 people) and Other Health Personnel (24,071 people).

A total of 507 occupational health and safety personnel were reached through Google form within the scope of the research. This sample aims to reflect the opinions and experiences of professionals working in the field of occupational health and safety.

3.3. Ethics Committee Permission

An ethics committee certificate was obtained for this study with the decision numbered 2024-05 dated 03.06.2024 of the Istanbul Esenyurt University Ethics Committee Commission.

3.4. Research Model and Hypotheses

The independent variables of the research are fear of missing out and intrinsic intention to leave the job, and the dependent variable is organizational ostracism. The model for this information is shown below.

Figure 1.

Research Model
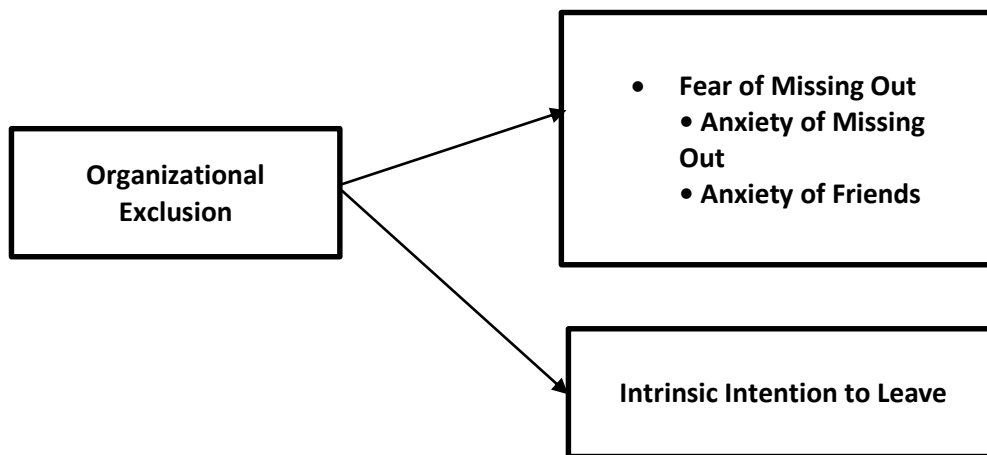
The hypotheses of the study are as follows:

H1: Organizational exclusion is effective on fear of missing out.

H1a: Organizational exclusion is effective on anxiety of missing out.

H2a: Organizational exclusion is effective on anxiety about friends.

H2: Organizational exclusion is effective on internal turnover intention.

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3.5. Scales Used in the Study

A survey method is used in the study. The first part of the survey includes a personal information form. The personal information form includes questions about employees' gender, marital status, age, education level, status, experience at work, and working with the current manager.

The second part of the survey includes the "Organizational Exclusion Scale". The scale consists of 10 statements in total. This single-factor scale is a 5-point Likert scale type with options 1=Never, 5=Always. The scale was taken from Çalışkan and Pekkan's 2020 article. In the article, analyzes were made for two sample groups: the defense industry and the health sector. The Cronbach alpha coefficient for the defense industry sample group reliability analysis was determined as 0.942, and the Cronbach alpha coefficient for the health sector sample group reliability analysis was determined as 0.937. These rates show that the scale has high reliability. The variance rate explained in the factor analysis for the defense industry sample group was 65.76%, and the variance rate explained for the health sector sample group was 63.79%. It shows that the internal consistency of the scale is at an acceptable level.

The third part of the survey includes the "Fear of Missing Out" scale. This scale consists of a total of 10 statements. The scale was taken from the article published by Alat and Filizöz in 2021. In the article, 3 factors were first obtained, but since the 3rd factor consisted of 1 statement, it was not included in the analysis. The first factor of the scale is the anxiety of missing out and the second factor is the anxiety of friends. The scale is a 5-point Likert scale type with the options 1 = Strongly disagree 5 = Strongly agree. According to the results of the reliability analysis conducted in the article, the Cronbach alpha coefficient for the fear of missing out is 0.774. This result shows that the scale is quite reliable. The scale used in the last part of the survey is the "Internal Intention to Leave" scale. The scale consists of a total of 5 statements. The scale is a single-factor and has a 5-point Likert scale type with the options 1 = Strongly disagree 5 = Strongly agree. This scale was also taken from the article published by Alat and Filizöz in 2021. The Cronbach alpha coefficient obtained as a result of the reliability analysis of the scale was determined as 0.707. This result shows that the scale is quite reliable.

3.6. Analyses Used in the Study

Frequency and percentage distributions of demographic variables are obtained in the study. Independent group t test, one-way analysis of variance (ANOVA), Kruskal Wallis H and Mann Whitney U tests are used to test the mean score differences of scale variables (organizational exclusion, fear of missing out, anxiety about missing out and friends and internal turnover intention) according to demographic variables. Levene Homogeneity test is also used to determine homogeneity. Reliability analysis Cronbach alpha coefficient is used to determine the reliability of the scales used in the study. Mean and standard deviation are used to obtain descriptive statistics of the scales, and kurtosis and skewness descriptive statistics are used to test their closeness to normality. Confirmatory factor analysis from structural equation modeling is used to verify the internal consistency of the scales, and structural regression analysis is used to test the effect of organizational exclusion on fear of missing out and internal turnover intention. Linear regression analysis was conducted to determine the effect of organizational exclusion tendency on anxiety of missing out and anxiety about friends. SPSS 21 statistical package program and SPSS AMOS 21 graphic modeling program are used to perform the analyses used in the research and reach the results.

4. Findings

4.1. Findings Regarding Demographic Variables

The frequency and percentage distributions of demographic questions regarding employees' gender, marital status, age, education level, status, seniority at work and length of service with the current manager are examined and the results are interpreted.

Table 1.

Frequency and Percentage Distributions of Demographic Questions

		N	%
Gender	Female	309	60,9%
	Male	198	39,1%
	Total	507	100,0%
Marital Status	Married	282	55,6%
	Single	225	44,4%
	Total	507	100,0%
Age	18-23 years	42	8,3%
	24-29 years	96	18,9%
	30-35 years	180	35,5%
	36-41 years	111	21,9%
	42 years and above	78	15,4%
	Total	507	100,0%
Education Level	Primary Education	3	0,6%
	Secondary Education	21	4,1%
	Associate Degree	54	10,7%
	Undergraduate	306	60,4%
	Postgraduate	123	24,3%
	Total	507	100,0%
Status	Manager/Supervisor	132	26,0%
	Civil Servant	357	70,4%
	Senior Manager	18	3,6%
	Total	507	100,0%
Seniority in the Workplace	1-5 years	255	50,3%
	6-10 years	135	26,6%
	11-15 years	51	10,1%
	16 years and above	66	13,0%
	Total	507	100,0%
Term of Working with Current Manager	1-5 years	411	81,1%
	6-10 years	60	11,8%
	11 years and above	36	7,1%
	Total	507	100,0%

Of the studies, 60.9% (n=309) were female, 39.1% (n=198) were male, 55.6% (n=282) were married, 44.4% (n=225) were single, 35.5% (n=180) were between the ages of 30-35, 21.9% (n=111) were between the ages of 36-41, 18.9% (n=96) were between the ages of 24-29, 15.4% (n=78) were 42 years old and above, 8.3% (n=42) were between the ages of 18-23, 60.4% (n=306) were undergraduate, 24.3% (n=123) were graduate, 10.7% (n=54) had an associate degree, and 4.1% (n=21) were secondary school graduates. 0.6% (n=3) are primary school graduates, 70.4% (n=357) are civil servants, 26.0% (n=132) are managers/supervisors and 3.6% (n=18) work as senior managers. 50.3% (n=255) of the participants have been working for 1-5 years, 26.6% (n=135) for 6-10 years, 13.0% (n=66)

for 16 years and above, 10.1% (n=51) for 11-15 years of experience in the workplace, 81.1% (n=411) for 1-5 years, 11.8% (n=60) for 6-10 years, and 7.1% (n=36) for 11 years and above.

4.2. Findings Regarding Reliability Analysis

In this section, Cronbach alpha coefficient is evaluated to determine the reliability of all scale variables (organizational exclusion, fear of missing out, anxiety about missing out, anxiety about friends, internal intention to leave the job). The results regarding the reliability analysis are interpreted depending on the alpha coefficient (Kalaycı, 2008):

If $0.00 \leq \alpha\ 0.40$, the scale is not reliable,

If $0.40 \leq \alpha\ 0.60$, the scale has low reliability,

If $0.60 \leq \alpha\ 0.80$, the scale is quite reliable, and

If $0.80 \leq \alpha\ 1.00$, the scale is a highly reliable scale.

Table 2.

Cronbach Alpha Coefficients Regarding Reliability Analysis

	Cronbach's Alfa	n
Organizational Exclusion Scale	0,787	7
Fear of Missing Out Scale	0,773	8
Anxiety of Missing Out Factor	0,776	5
Friend Anxiety Factor	0,669	3
Intrinsic Intention to Leave Scale	0,681	5

The Cronbach alpha coefficient of the organizational exclusion scale was calculated as 0.787, the Cronbach alpha coefficient of the fear of missing out scale was 0.773, the Cronbach alpha coefficient of the anxiety of missing out factor was 0.776, the Cronbach alpha coefficient of the anxiety of friends factor was 0.669, and the Cronbach alpha coefficient of the internal intention to leave scale was 0.681. These results show that the scales and factor expressions are quite reliable (Kalaycı, 2008).

4.3. Findings Regarding Descriptive Statistics of Scale Variables

Descriptive statistics values including organizational exclusion, fear of missing out, anxiety of missing out, friendship anxiety and internal intention to leave mean scores, standard deviation values, skewness and kurtosis statistics are examined in this section.
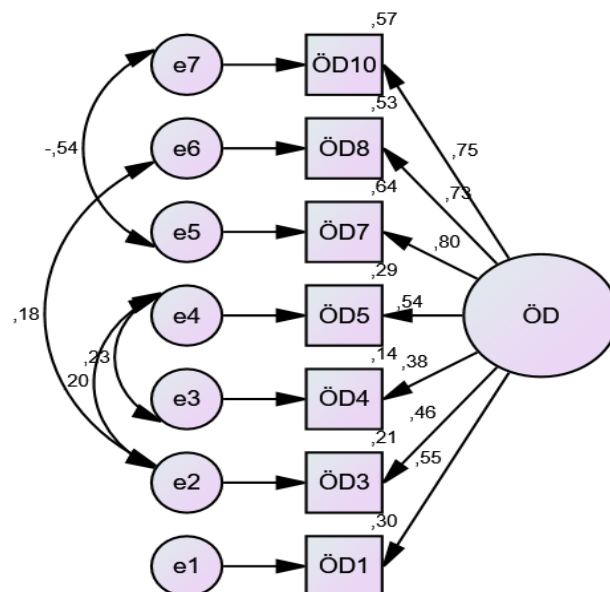
Table 3.

Findings Regarding Descriptive Statistics

	Mean	Mean Std. Deviation	Skewness		Kurtosis	
			Statistics	Std. Error	Statistics	Std. Error
Organizational Ostracism Scale	3,444	0,934	-0,428	0,108	-0,442	0,217
Fear of Missing Out Scale	2,509	0,669	0,097	0,108	0,021	0,217
Anxiety of Missing Out Factor	1,948	0,720	0,634	0,108	0,227	0,217
Friendship Anxiety Factor	3,444	0,934	-0,428	0,108	-0,442	0,217
Intrinsic Intention to Leave Scale	2,969	0,827	-0,336	0,108	-0,040	0,217

When the organizational exclusion scale average is examined, there is an indecision about the existence of organizational exclusion behavior towards employees (=3.444±0.934). When the fear of missing out scale average is evaluated, it is seen that employees are indecisive about the existence of the fear of missing out behavior in the workplace (=2.509±0.669). When the anxiety factor average score is evaluated, it is concluded that employees do not have anxiety about missing out (=1.948±0.720), and it is also seen that they are indecisive about the existence of anxiety about friends =3.444±0.934). When the intrinsic turnover intention scale average score is examined, employees' intrinsic turnover intention is also at the indecisive level (=2.969±0.827). Kurtosis and skewness values are used to determine the closeness of all variables to the normal distribution. All scale variables are between ±1. This result shows that all variables are close to the normal distribution and parametric tests should be used to test the hypotheses.

Figure 2.

Organizational Exclusion Scale Single Factor Confirmatory Factor Analysis Model

The model created in the confirmatory factor analysis process of the organizational ostracism scale (ÖD) is determined as a single-factor model. This scale has 7 observable variables (ÖD1, ÖD3, ÖD4, ÖD5, ÖD7, ÖD8, ÖD10).

Table 4.

Model Fit Indices of Organizational Exclusion Scale

Fit Indexes	Fit Indexes Calculated Fit Indexes
$x2/sd \leq 3$	1,220
$0,95 \leq NFI$	0,987
$0,90 \leq GFI$	0,993
$RMSEA \leq 0,05$	0,021
$RMR \leq 0,05$	0,004

The overall fit of the model is included in the good fit indices. Comparable fit indices (NFI, RMSEA) are included in the good fit values, absolute fit index (GFI) is included in the good fit index. Residual based fit index (RMR) is among the good fit indices.

Figure 2.

Second-Level Multifactorial Model of the Fear of Missing Out Scale
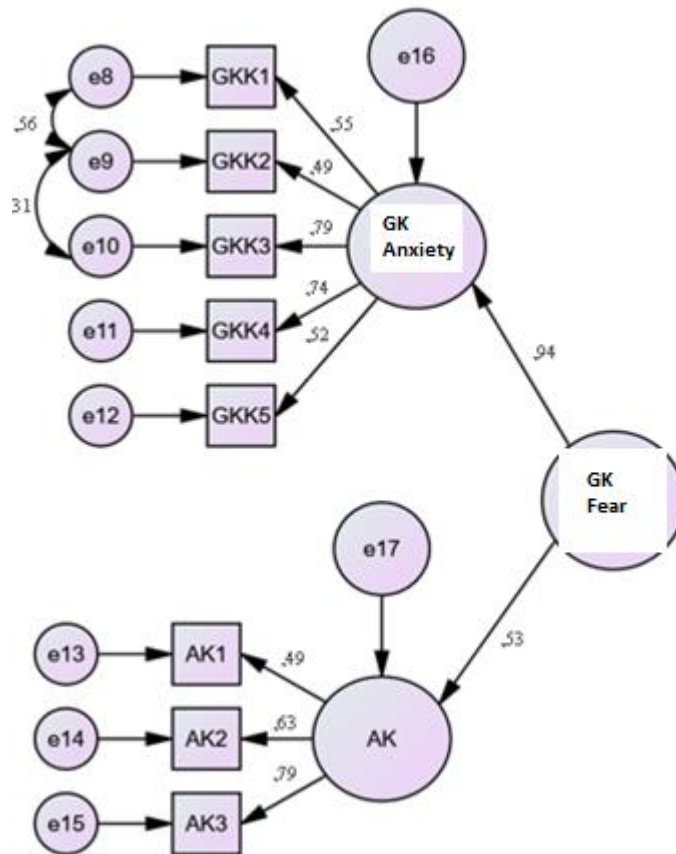
The model resulting from the confirmatory factor analysis of the fear of missing out scale is a second-level multifactorial model consisting of two factors. The first factor is the anxiety of missing out and consists of 5 observable variables (GKK1, GKK2, GKK3, GKK4, GKK5). The second factor is the friendship anxiety factor and consists of 3 observable variables (AK1, AK2, AK3).

Table 5.

Model Fit Indices of the Fear of Missing Out Scale

Fit Indexes	Fit Indexes Calculated Fit Indexes
x2/sd ≤ 3	2,726
0,95≤NFI	0,966
0,90≤GFI	0,979
0,06≤RMSEA≤0,08	0,058
RMR≤0,05	0,034

The overall fit of the model is included in the goodness of fit indices. Comparable fit indices (NFI) and absolute fit index (GFI) are included in the goodness of fit index. Other comparable fit index (RMSEA) is included in the acceptable fit indices. Residual based fit index (RMR) is also among the goodness of fit indices.

Figure 3.

Single Factor Confirmatory Factor Analysis Model of the Intrinsic Intention to Leave Scale
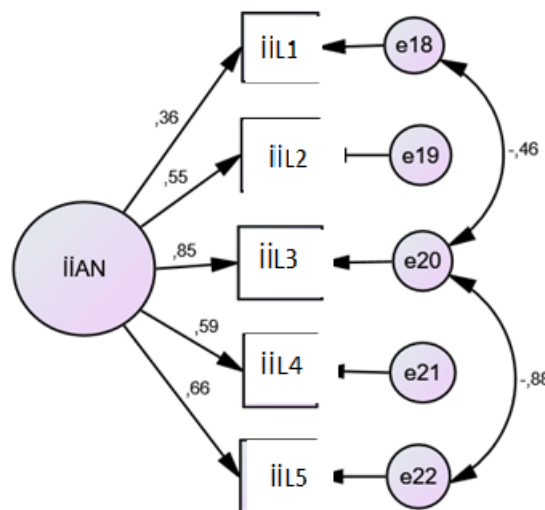
The model resulting from the confirmatory factor analysis of the intrinsic intention to leave scale is a single factor model. There are 5 observable variables in the model (İİL1, İİL2, İİL3, İİL4, İİL5).

Table 6.

Model Fit Indices of the Intrinsic Intention to Leave Scale

Fit Indexes	Fit Indexes Calculated Fit Indexes
x2/sd ≤ 3	0,774
0,95≤NFI	0,995
0,90≤GFI	0,998
RMSEA≤0,05	0,000
RMR≤0,05	0,019

The overall fit of the model is included in the goodness of fit indices. Comparable fit indices (NFI, RMSEA) and absolute fit index (GFI) are included in the goodness of fit index. Residual based fit index (RMR) is also among the goodness of fit indices.

Figure 4.

Structural Regression Model of the Effect of Organizational Exclusion on Fear of Missing Out and Intrinsic Turnover Intention
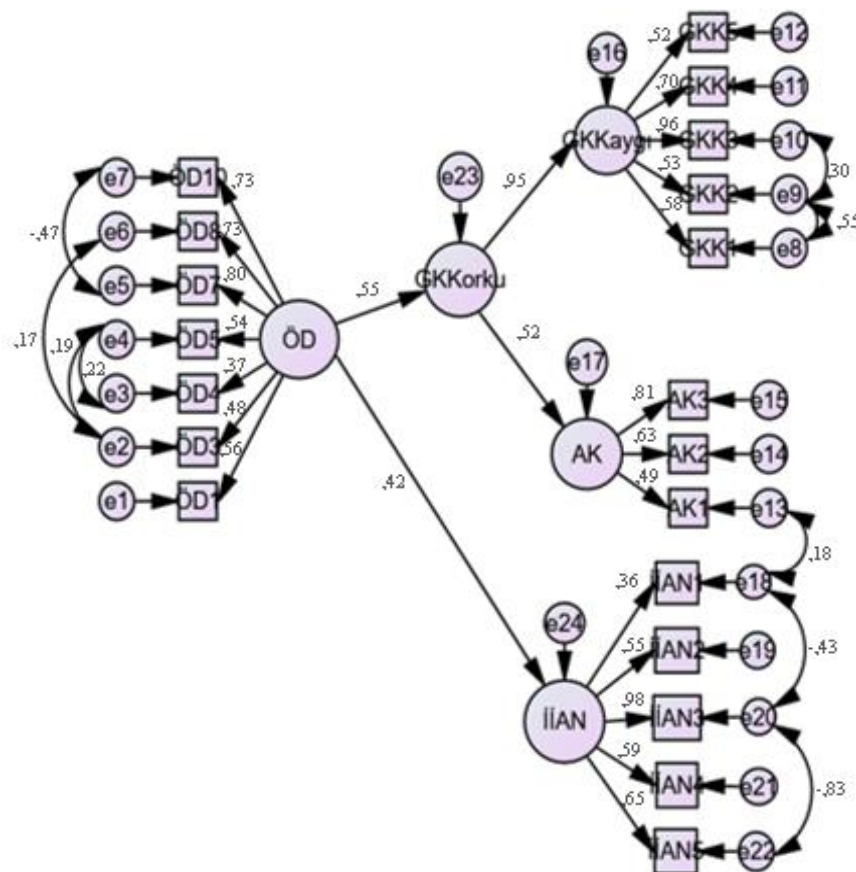
The model showing the effect of organizational exclusion on fear of missing out and intrinsic turnover intention as a result of structural regression analysis from structural equation modeling is shown above.

Table 7.

Model Fit Indexes of the Effect of Organizational Exclusion on Fear of Missing Out and Intrinsic Turnover Intention

Fit Indexes	Fit Indexes Calculated Fit Indexes
$x2/sd \leq 3$	2,162
$0,90 \leq NFI \leq 0,94$	0,902
$0,90 \leq GFI$	0,941
$RMSEA \leq 0,05$	0,048
$RMR \leq 0,05$	0,044

The overall fit of the structural effect model is within the good fit indexes. While the comparable fit indexes (NFI) are within the acceptable fit values, the absolute fit index (GFI) is included in the good fit index. The other acceptable fit indexes (RMSEA) and the residual based fit index (RMR) are among the good fit indexes.

Table 8.

Regression Coefficients and Significance of the Effect of Organizational Exclusion on Fear of Missing Out and Internal Turnover Intention

			Standardized Beta	Unstandardized Beta	Standard Error	p
GKFear	<---	ÖD	0,549	0,982	0,132	0,000
İİAN	<---	ÖD	0,421	0,621	0,118	0,000

Organizational ostracism has an effect on fear of missing out ($p=0.000 \leq 0.01$) and intrinsic turnover intention ($p=0.000 \leq 0.01$). Organizational ostracism has an effect of 55% on fear of missing out and 42% on intrinsic turnover intention.

4.4. Findings Regarding Difference Tests

Parametric and nonparametric tests are used to determine whether there is a statistically significant difference between the mean scores of organizational ostracism, fear and anxiety of missing out, friendship anxiety and intrinsic turnover intention according to demographic variables.

Table 9.

Independent Group T-Test Results for Differences in Scale Variables According to Gender

	Gender	n	Mean	Std. Deviation	t	p
Organizational Exclusion	Female	309	3,482	0,889	1,157	0,248
	Male	198	3,384	1,001		
Fear of Missing Out	Female	309	2,568	0,670	**2,497**	**0,013**
	Male	198	2,417	0,659		
Anxiety of Missing Out	Female	309	2,019	0,734	**2,811**	**0,005**
	Male	198	1,836	0,685		
Friendship Anxiety	Female	309	3,482	0,889	1,157	0,248
	Male	198	3,384	1,001		
Intrinsic Intention to Leave	Female	309	3,002	0,775	1,077	0,282
	Male	198	2,918	0,901		

There is no statistically significant difference between the mean scores of organizational exclusion (p=0.248≥0.05), friendship anxiety (p=0.248≥0.05) and internal turnover intention (p=0.282≥0.05) according to gender. There is a statistically significant difference between the fear of missing out (p=0.013≤0.05) and fear of missing out (p=0.005≤0.01) according to gender variable. When we look at which gender group there is a difference according to their mean scores, women have more fear of missing out and anxiety.

Table 10.

Independent Group T-Test Results Regarding the Differences in Scale Variables According to Marital Status

	Marital status	n	Mean	Std. Deviation	t	p
Organizational Exclusion	Married	282	3,454	0,967	0,275	0,783
	Single	225	3,431	0,894		
Fear of Missing Out	Married	282	2,545	0,704	1,370	0,171
	Single	225	2,463	0,621		
Anxiety of Missing Out	Married	282	2,000	0,727	1,827	0,068
	Single	225	1,883	0,708		
Friendship Anxiety	Married	282	3,454	0,967	0,275	0,783
	Single	225	3,431	0,894		
Intrinsic Intention to Leave	Married	282	3,017	0,847	1,458	0,145
	Single	225	2,909	0,799		

There is no statistically significant difference between the mean scores of organizational exclusion, fear of missing out, anxiety about missing out, friendship anxiety and intrinsic intention to leave according to marital status (p≥0.05).

Table 11.

ANOVA Test Results for Differences in Scale Variables According to Age Variable

	Age	n	Mean	Std. Deviation	Levene Homogeneity Test		ANOVA		Multiple Comparison	
					F	P	F	P		
Organizational Exclusion Fear of Missing Out Organizational Exclusion	18-23 years old (1)	42	3,667	0,826	1,820	0,124	**3,577**	**0,007**	Scheffe	(2-4)
	24-29 years old (2)	96	3,167	1,016						
	30-35 years old (3)	180	3,467	0,948						
	36-41 years old (4)	111	3,595	0,874						
	42 years and older (5)	78	3,397	0,873						
	Total	507	3,444	0,934						
Fear of Missing Out Organizational Exclusion	18-23 years old	42	2,732	0,691	4,709	0,001	1,694	0,150	-	-
	24-29 years old	96	2,414	0,777						
	30-35 years old	180	2,498	0,691						
	36-41 years old	111	2,527	0,628						
	42 years and older	78	2,505	0,480						
	Total	507	2,509	0,669						
Fear of Missing Out	18-23 years old	42	2,171	0,976	10,568	0,000	1,329	0,258	-	-
	24-29 years old	96	1,963	0,786						
	30-35 years old	180	1,917	0,695						
	36-41 years old	111	1,886	0,709						
	42 years and older	78	1,969	0,511						
	Total	507	1,948	0,720						
Friendship Anxiety Friendship Anxiety	18-23 years old (1)	42	3,667	0,826	1,820	0,124	**3,577**	**0,007**	Scheffe	(2-4)
	24-29 years old (2)	96	3,167	1,016						
	30-35 years old (3)	180	3,467	0,948						
	36-41 years old (4)	111	3,595	0,874						
	42 years and older (5)	78	3,397	0,873						
	Total	507	3,444	0,934						
Friendship Anxiety	18-23 years old (1)	42	2,871	0,615	6,151	0,000	**2,781**	**0,026**	Tamhane	-
	24-29 years old (2)	96	2,881	1,019						
	30-35 years old (3)	180	3,077	0,798						
	36-41 years old (4)	111	2,811	0,878						
	42 years and older (5)	78	3,108	0,578						
	Total	507	2,969	0,827						

No statistically significant difference was found between the mean scores of fear of missing out and anxiety about missing out according to the age variable (p≥0.05). There is a statistically significant difference between the mean scores of organizational exclusion (p=0.007≤0.01), friendship anxiety (p=0.007≤0.01), and intrinsic turnover intention (p=0.026≤0.05) according to age. In order to test the age group in which the scale variables that show significant differences according to the age variable differ, the Scheffe model is examined for those with a value greater than 0.05, and the Tamhane model results are examined for those with a value less than 0.05. When the age group in which the mean scores of organizational exclusion differ are examined, it is seen that employees between the ages

of 36-41 are exposed to organizational exclusion more than employees between the ages of 24-29. When we look at the age groups in which the average friendship anxiety scores differ, it was determined that employees between the ages of 36-41 experienced more friendship anxiety at work than employees between the ages of 24-29. It was determined that the intrinsic intention to leave did not differ by age group.

Table 12.

Kruskal Wallis H Test Results Regarding the Differences in Scale Variables According to Education Level

	Education Level	n	Mean	Std. Deviation	Kruskall Wallis H Test		Mann Whitney U Test for Intergroup Differences
					X2	p	
Organizational Exclusion	Primary Education	3	1,143	0,000	7,937	4,623	-
	Secondary Education	21	1,408	0,479			
	Associate Degree	54	1,159	0,214			
	Undergraduate	306	1,259	0,301			
	Postgraduate	123	1,258	0,331			
	Total	507	1,254	0,311			
Fear of Missing Out	Primary Education (1)	3	1,500	0,000	**17,003**	**0,002**	(1-2) (1-3) (1-4) (1-5) (2-5) (4-5)
	Secondary Education (2)	21	2,464	0,762			
	Associate Degree (3)	54	2,486	0,765			
	Undergraduate (4)	306	2,472	0,660			
	Postgraduate (5)	123	2,643	0,608			
	Total	507	2,509	0,669			
Anxiety of Missing Out Friendship Anxiety Anxiety of Missing Out	Primary Education (1)	3	1,000	0,000	**19,721**	**0,001**	(1-3) (1-4) (1-5) (3-5) (4-5)
	Secondary Education (2)	21	2,029	0,926			
	Associate Degree (3)	54	1,900	0,744			
	Undergraduate (4)	306	1,892	0,708			
	Postgraduate (5)	123	2,117	0,676			
	Total	507	1,948	0,720			
Friendship Anxiety Anxiety of Missing Out	Primary Education	3	2,333	0,000	7,401	0,116	
	Secondary Education	21	3,190	0,928			
	Associate Degree	54	3,463	1,010			
	Undergraduate	306	3,438	0,924			
	Postgraduate	123	3,520	0,923			
	Total	507	3,444	0,934			
Friendship Anxiety	Primary Education	3	3,600	0,000	0,094	0,328	
	Secondary Education	21	3,171	0,541			
	Associate Degree	54	2,944	0,775			
	Undergraduate	306	3,006	0,781			
	Postgraduate	123	2,839	0,982			
	Total	507	2,969	0,827			

No statistically significant difference was found between the mean scores of organizational exclusion, anxiety about friends and internal turnover intention according to the level of education (p≥0.05). A statistically significant difference was found between the mean scores of fear of missing out (p=0.002≤0.01) and anxiety about missing out (p=0.001≤0.01) according to the level of education. Mann Whitney U test was conducted to determine which

level of education experienced fear and anxiety about missing out. The purpose of this test is that the n value is less than 30 among the education level groups. As a result of this test, employees with secondary school, associate's degree, undergraduate and postgraduate degrees have more fear of missing out than employees with primary school degrees, and employees with postgraduate degrees have more fear of missing out than employees with secondary school and undergraduate degrees. Associate's degree, undergraduate and postgraduate degrees have more anxiety about missing out than employees with primary school degrees, and employees with postgraduate degrees have more anxiety about missing out than employees with associate's degree and undergraduate degrees.

Table 13.

Kruskal Wallis H Test Results for Differences in Scale Variables According to Status

	Status	n	Mean	Std. Deviation	Kruskall Wallis H Testi		Mann Whitney U Test for Intergroup Differences
					X2	p	
Organizational Exclusion	Manager/Supervisor (1)	132	1,211	0,236	5,106	0,078	-
	Clerk (2)	357	1,276	0,337			
	Senior Manager (3)	18	1,119	0,178			
	Total	507	1,254	0,311			
Fear of Missing Out	Manager/Supervisor (1)	132	2,409	0,639	**20,675**	**0,000**	(2-3)
	Clerk (2)	357	2,559	0,666			
	Senior Manager (3)	18	2,250	0,824			
	Total	507	2,509	0,669			
Anxiety About Missing Out on Developments	Manager/Supervisor (1)	132	1,873	0,655	**6,286**	**0,043**	(1-3) (2-3)
	Clerk (2)	357	2,005	0,723			
	Senior Manager (3)	18	1,367	0,844			
	Total	507	1,948	0,720			
Friendship Anxiety	Manager/Supervisor (1)	132	3,303	0,870	**26,319**	**0,000**	(1-2)
	Clerk (2)	357	3,482	0,945			
	Senior Manager (3)	18	3,722	1,092			
	Total	507	3,444	0,934			
Intrinsic Intention to Leave	Manager/Supervisor (1)	132	2,964	0,863	**10,239**	**0,006**	(1-2) (1-3) (2-3)
	Clerk (2)	357	3,017	0,803			
	Senior Manager (3)	18	2,067	0,439			
	Total	507	2,969	0,827			

There is no statistically significant difference between the average scores of organizational exclusion according to the status of the employees ($p \geq 0.05$). There is a statistically significant difference between the average scores of fear of missing out ($p=0.000 \leq 0.01$), anxiety about missing out ($p=0.043 \leq 0.05$), friendship anxiety ($p=0.000 \leq 0.01$), and intrinsic turnover intention ($p=0.006 \leq 0.01$) according to the status. According to the results of the differences between the Mann Whitney U status groups, employees who are civil servants have higher fear of missing out than their senior managers, and employees who are managers/supervisors and civil servants have higher anxiety about missing out than their

senior managers. Civil servants have higher friendship anxiety than managers/supervisors. Civil servants have higher intrinsic turnover intention than managers/supervisors and senior managers, and managers/supervisors have higher intrinsic turnover intention than senior managers.

Table 14.

ANOVA Test Results for Differences in Scale Variables According to Seniority in the Workplace

	Seniority at Work	n	Mean	Std. Deviation	Levene Homogeneity Test		ANOVA		Multiple Comparison Test	
					F	P	F	p		
Organizational Exclusion	1-5 years (1)	255	1,247	0,279						
	6-10 years (2)	135	1,187	0,222						
	11-15 years (3)	51	1,403	0,446	16,129	0,000	**6,689**	**0,000**	Tamhane	(2-3)
	16 years and above (4)	66	1,299	0,409						
	Total	507	1,254	0,311						
Anxiety of Missing Out	1-5 years (1)	255	2,493	0,603						
	6-10 years (2)	135	2,686	0,784						(1-4)
	11-15 years (3)	51	2,537	0,582	3,932	0,009	**8,694**	**0,000**	Tamhane	(2-4)
	16 years and above (4)	66	2,188	0,601						(3-4)
	Total	507	2,509	0,669						
Anxiety About Missing Out on Developments	1-5 years (1)	255	1,925	0,677						
	6-10 years (2)	135	2,142	0,821						(1-2)
	11-15 years (3)	51	1,929	0,592	2,154	0,093	**7,289**	**0,000**	Scheffe	(2-4)
	16 years and above (4)	66	1,655	0,646						
	Total	507	1,948	0,720						
Friendship Anxiety	1-5 years (1)	255	3,439	0,865						
	6-10 years (2)	135	3,593	0,995						(1-4)
	11-15 years (3)	51	3,549	0,931	1,492	0,216	**4,881**	**0,002**	Scheffe	(2-4)
	16 years and above (4)	66	3,076	0,987						
	Total	507	3,444	0,934						
Intrinsic Intention to Leave	1-5 years (1)	255	2,929	0,855						
	6-10 years (2)	135	3,138	0,773						
	11-15 years (3)	51	2,741	0,870	1,040	0,375	**3,414**	**0,017**	Scheffe	(2-3)
	16 years and above (4)	66	2,955	0,739						
	Total	507	2,969	0,827						

There is a statistically significant difference between the mean scores of organizational exclusion (p=0.000≤0.01), fear of missing out (p=0.000≤0.01), anxiety about missing out (p=0.000≤0.01), friendship anxiety (p=0.002≤0.01) and internal intention to leave the workplace (p=0.017≤0.05) according to seniority in the workplace. When the p values of the Levene homogeneity test are examined, since the mean distribution of the results greater than 0.05 is homogeneous, the Tamhane model is used as a multiple comparison model for the mean scores of organizational exclusion and fear of missing out according to seniority groups in the workplace. The Scheffe model is used for other significant results. According to the mean scores of organizational exclusion, those who have worked in the workplace for

11-15 years are more excluded from their organizations than those who have worked for 6-10 years. Those who have worked for 1-5 years, 6-10 years and 11-15 years have a higher fear of missing out than those who have worked for 16 years and above. Those who have worked for 6-10 years have a higher fear of missing out than those who have worked for 1-5 years and those who have worked for 6-10 years have a higher fear of missing out than those who have worked for 16 years and above. Those who have worked for 1-5 years and those who have worked for 6-10 years have a higher friendship anxiety than those who have worked for 16 years and above. Those who have worked for 6-10 years have a higher intrinsic turnover intention than those who have worked for 11-15 years.

Table 15.

ANOVA Test Results Regarding the Differences in Scale Variables According to the Working Time with the Current Manager

Working Time with Current Manager		n	Mean	Std. Dev.	Levene Homogeneity Test		ANOVA		Multiple Comparison Test	
					F	p	F	p		
Organizational Exclusion	1-5 years (1)	411	1,250	0,300	14,977	0,000	**13,666**	**0,000**	Tamhane	(1-2) (1-3) (2-3)
	6-10 years (2)	60	1,143	0,209						
	11 years and above (3)	36	1,476	0,452						
	Total	507	1,254	0,311						
Fear of Missing Out	1-5 years	411	2,501	0,661	0,494	0,610	0,211	0,810	-	-
	6-10 years	60	2,525	0,731						
	11 years and above	36	2,573	0,668						
	Total	507	2,509	0,669						
Fear of Missing Out	1-5 years	411	1,950	0,707	0,226	0,798	0,021	0,979	-	-
	6-10 years	60	1,930	0,812						
	11 years and above	36	1,950	0,727						
	Total	507	1,948	0,720						
Friendship Anxiety	1-5 years	411	3,418	0,935	1,267	0,283	0,910	0,403	-	-
	6-10 years	60	3,517	0,873						
	11 years and above	36	3,611	1,022						
	Total	507	3,444	0,934						
Intrinsic Intention to Leave	1-5 years	411	2,980	0,818	0,562	0,570	0,195	0,823	-	-
	6-10 years	60	2,910	0,880						
	11 years and above	36	2,950	0,853						
	Total	507	2,969	0,827						

There is no statistically significant difference between the mean scores of fear of missing out and anxiety, friendship anxiety and internal turnover intention according to the length of service with the current manager ($p \geq 0.05$). A statistically significant difference was determined between the mean scores of organizational exclusion according to the length of

service with the current manager (p=0.000≤0.01). When the Levene test result was examined, since the distribution was not homogeneous, the Tamhane model was used for multiple comparisons. When the result of this model was examined, it was determined that those who worked with the current manager for 1-5 years had a higher mean score difference than those who worked for 6-10 years, and those who worked for 11 years and above had a higher organizational exclusion than those who worked for 1-5 years and 6-10 years.

4.5. Linear Regression Analysis

Regression analysis is performed to determine the effect of the independent variable on the dependent variable. In this section, the effect of organizational exclusion tendency on the anxiety of missing out and friendship anxiety is examined.

Table 16.

Effect of Organizational Exclusion Tendency on the Anxiety of Missing Out

Model		Unstandardized coefficients		Standardized Coefficients	t	P
		B	Std. Mistake	Beta		
Anxiety of Missing Out on Developments	(Still)	0,829	0,123		6,759	0,000
	Organizational Exclusion	0,893	0,095	0,386	9,406	0,000

*Corrected R2= 0,147 F=88,467 p=0,000

The model regarding the effect of organizational exclusion tendency on development missing anxiety is significant (p=0.000≤0.01). Organizational exclusion tendency has an effect on development missing anxiety (p=0.000≤0.01). A one-unit change in organizational exclusion tendency provides a 15% change in the effect on development missing anxiety. 39% of organizational exclusion tendency affects development missing anxiety.

Table 17.

Effect of Organizational Exclusion Tendency on Friendship Anxiety

Model		Unstandardized coefficients		Standardized Coefficients	T	p
		B	Std. Mistake	Beta		
Friendship Anxiety	(Still)	2,960	0,171		17,306	0,000
	Organizational Exclusion	0,386	0,132	0,129	2,915	0,004

*Corrected R2=0,015 F=8,499 p=0,004

The model regarding the effect of organizational exclusion tendency on friendship anxiety is significant ($p=0.004 \leq 0.01$). Organizational exclusion tendency has an effect on friendship anxiety ($p=0.004 \leq 0.01$). A one-unit change in organizational exclusion tendency provides a 2% change in the effect on friendship anxiety. 13% of organizational exclusion tendency affects friendship anxiety.

5. Conclusion and Discussion

An organization is an institution where human relations, competition, solidarity, cooperation and conflict occur within a social structure and a structure established to achieve a common goal. Within this structure, the need for organizations to create the necessary regulations and innovations to adapt to the rapid developments and changes in today's business management field arises. These requirements have recently led to an increase in interest in employee-focused practices. The experience of organizational exclusion in employees, internal tendencies towards leaving the job, and the fear of missing out on progress in both social and business life are among the concepts that organizations should pay attention to. In this direction, the purpose of the research is to determine whether organizational exclusion has an effect on employees' fear of missing out on developments and internal intention to leave. As a result of the structural regression analysis from the structural equation modeling conducted to determine the effects of the variables in the research on each other; organizational exclusion tendency has an effect on fear of missing out on developments and internal intention to leave the job. Hypothesis H2 is accepted. Organizational exclusion tendency has an effect on fear of missing out on developments. Therefore, hypothesis H1 is accepted. It has also been determined that organizational exclusion tendency has an effect on employees' anxiety of missing out on developments and friendship anxiety. Thus, hypotheses H1a and H1b are also accepted.

Women have high fear of missing out and anxiety. People who have worked for 11-15 years have a higher tendency to be excluded from their organizations compared to those who have worked for 6-10 years. Those who have worked for 1-5 years, 6-10 years and 11-15 years have a higher fear of missing out than those who have worked for 16 years and above. Those who have worked for 6-10 years have a higher fear of missing out than those who have worked for 1-5 years, and those who have worked for 6-10 years have a higher fear of missing out than those who have worked for 16 years and above. Those who have worked for 1-5 years and 6-10 years have a higher friendship anxiety than those who have worked

for 16 years and above. Those who have worked for 6-10 years have a higher intrinsic turnover intention than those who have worked for 11-15 years. It has been determined that those who have worked with the current manager for 1-5 years have a higher mean score difference than those who have worked for 6-10 years, and those who have worked for 11 years and above have a higher organizational exclusion. Civil servant employees have a higher fear of missing out than their senior managers, and managers/supervisors and civil servant employees have a higher concern about missing out than their senior managers. Civil servant employees have more friendship anxiety than managers/supervisors. Civil servant employees have a higher intrinsic turnover intention than managers/supervisors and senior managers, and managers/supervisors have a higher concern about missing out. Employees with secondary education, associate's degree, bachelor's degree and postgraduate degrees have a higher fear of missing out than employees with primary school degrees, and employees with postgraduate degrees have a higher concern about missing out than employees with secondary education and bachelor's degree. Associate's degree, bachelor's degree and postgraduate degrees have a higher concern about missing out than employees with primary school degrees, and employees with postgraduate degrees have a higher concern about missing out than employees with associate's degree and bachelor's degree. It is observed that employees between the ages of 36-41 are exposed to organizational exclusion compared to employees between the ages of 24-29. When we look at the age groups in which the average friendship anxiety scores differ, it has been determined that employees between the ages of 36-41 experience more friendship anxiety at work than employees between the ages of 24-29. It has been determined that the intrinsic intention to leave the job does not differ by age group.

Pang & Quan (2024) This study delves into the psychological ramifications of FOMO, emphasizing its detrimental influence on psychological well-being. The authors highlight the moderating roles of self-presentation, upward contrast, and social media stalking, suggesting that individuals' self-presentation styles and their social media behaviors can amplify or mitigate the negative effects of FOMO. This adds a nuanced layer to understanding FOMO, indicating that personal and social factors significantly affect its psychological impact. Gao & Shao (2024) This systematic literature review addresses the broader implications of problematic social media use on employee outcomes, linking it to FOMO. By synthesizing existing research, the authors illustrate how FOMO contributes to negative employee experiences, such as decreased productivity and job satisfaction. This

article provides a macro perspective on the issue, highlighting the systemic impact of social media dynamics on workplace performance and employee mental health. Budnick, Rogers, & Barber (2020) This research specifically investigates FOMO within the workplace, weighing its costs and benefits on employee health and motivation. The authors argue that while FOMO can spur motivation and engagement, it also risks leading to burnout and stress. Their findings bridge the individual and organizational perspectives, underscoring the complexity of FOMO as both a motivator and a potential source of employee distress.

Willey (2021) Willey's exploratory case study examines the relationship between social media use and ostracism, framing FOMO within the context of social exclusion. This qualitative approach provides rich insights into how FOMO manifests in social interactions, particularly in environments where social media exacerbates feelings of exclusion. The findings suggest that FOMO not only affects individual mental health but can also disrupt team dynamics and cohesion in workplaces. Ng (2021)Ng's doctoral dissertation explores FOMO from a consumer perspective, examining its antecedents and consequences. While the focus is not exclusively on the workplace, the insights gleaned regarding consumer behavior and emotional responses can be extrapolated to understand FOMO in professional settings. Ng's work indicates that FOMO drives consumers to engage in behaviors that can mirror workplace dynamics, such as competition and comparison among peers.

Alutaybi (2020) This dissertation proposes engineering social media as a strategy to mitigate FOMO, offering practical solutions for its impact. By focusing on intervention strategies, Alutaybi contributes a forward-thinking approach that contrasts with the predominantly analytical nature of the other articles. This work emphasizes the potential for organizations to actively counteract FOMO's negative effects through strategic social media management.

Together, these articles present a comprehensive view of FOMO's multifaceted nature, highlighting its implications for psychological well-being, workplace dynamics, and social interactions. While Pang & Quan focus on individual psychological impacts moderated by social behaviors, Gao & Shao provide a broader context of how these dynamics play out in organizational settings. Budnick et al. introduce the dual nature of FOMO as a motivator and a stressor, reinforcing the need for a balanced understanding of its effects. Willey's focus on ostracism adds depth to the discussion, illustrating how social media can intensify feelings of exclusion, which may be particularly detrimental in team environments. Ng's consumer-

oriented perspective complements this by revealing the competitive nature of FOMO, while Alutaybi's engineering solutions propose actionable strategies to combat its adverse effects.

In conclusion, these studies collectively underscore the complexity of FOMO as a phenomenon that intertwines individual psychology with broader social and organizational contexts. Future research could further explore integrative frameworks that address both the causes and consequences of FOMO in various environments, aiming to develop holistic strategies for mitigating its negative impacts.

5.1. Suggestions

Organizational exclusion has become an issue that organizations need to address carefully due to the negative effects on employees' fear of missing out and their intrinsic intention to quit. In this context, considering the exclusion tendencies of female employees and individuals with 11-15 years of experience, it is important for managers to develop strategies specific to these groups. Programs and support mechanisms that will strengthen employees' social relationships should be created; in addition, a culture that encourages knowledge sharing should be created by building bridges between employees with different levels of experience. The differences in anxiety about missing out and friendship anxiety observed according to education level necessitate the provision of supportive environments for employees with higher levels of education. Age-specific mentoring programs and social events should be organized, taking into account age differences and concerns related to age groups among employees. In this way, the effects of organizational exclusion can be minimized, while employee motivation and commitment can be increased.

5.2. Recommendations to Institutions

The successful enhancement of occupational health and safety (OHS) within an organization hinges on several critical initiatives. First, the implementation of regular training programs is essential to ensure that employees remain aware of potential risks and cultivate safe working habits. These trainings must be continuously updated to reflect the latest best practices and methodologies, thereby reinforcing the importance of safety in the workplace. Additionally, systematic risk assessment plays a pivotal role; institutions should conduct regular evaluations to identify, analyze, and prioritize hazards, ultimately determining effective control measures to mitigate these risks. Establishing open communication channels is equally vital, as these platforms allow employees to voice their safety concerns

and suggestions, fostering a culture of safety that encourages proactive thinking about workplace hazards. Collaborating with occupational health experts and safety engineers further strengthens this culture, as regular health assessments and expert insights are invaluable in shaping effective health and safety policies tailored to the unique needs of the workforce. Finally, the preparation of comprehensive emergency plans is crucial; institutions must develop and routinely update these plans, ensuring that employees are well-informed and prepared for potential emergencies. Conducting regular emergency drills is also essential, as they provide practical experience and reinforce the organization's commitment to maintaining a safe and responsive work environment.

5.3. Recommendations for Managers

Creating a safe working environment is significantly influenced by managerial actions, particularly through setting a strong example by adhering to occupational health and safety practices. When managers demonstrate commitment to safety protocols, it motivates employees to follow suit, fostering a culture of compliance. Additionally, developing supportive and inclusive policies in this area is essential; managers must ensure that the necessary resources are available for effective implementation. Establishing feedback mechanisms allows for regular communication between employees and management, encouraging a participatory approach to safety improvements. Organizing projects and events that promote teamwork further enhances cooperation among staff, solidifying a culture of safety. Lastly, incorporating occupational health and safety criteria into annual performance evaluations underscores its importance, ensuring that employees are held accountable and incentivized to prioritize safety in their daily activities.

5.4. Recommendations to Employees

To create a safer workplace, it is essential for employees to actively participate in occupational health and safety training programs. These programs not only equip workers with the knowledge needed to recognize potential hazards but also help them develop safe working habits that can prevent accidents. Continuous awareness is vital; employees should cultivate an ongoing vigilance towards their environment, ensuring they are informed about the risks that may arise in their specific roles. This proactive approach significantly enhances individual and collective safety.

Moreover, encouraging open communication about safety concerns is crucial. Employees should feel empowered to provide feedback regarding any issues or suggestions related to

safety. By conveying these insights to management, they play an active role in shaping a strong safety culture within the organization. This collaborative effort not only addresses existing problems but also fosters a sense of ownership among staff, making them more invested in workplace safety.

Teamwork is another important aspect of maintaining a safe work environment. Employees should support one another by sharing information and resources related to occupational health and safety. Collaborating with colleagues helps to create a safety network where individuals look out for each other, promoting a collective responsibility for safety.

Lastly, ensuring their own safety is paramount. Employees must use safety equipment correctly and consistently. Immediate reporting of any dangerous situations or potential hazards is crucial for mitigating risks before they escalate into serious incidents. By taking these proactive steps, employees not only protect themselves but also contribute to the overall safety of the workplace, fostering a culture where safety is a shared priority. **Support Information:** No support received.

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