



Use of Social Networks, FoMo and its Impact on Productivity and Organizational Well-being: From Disruption to Organizational Strategy for Talent Wellbeing and Retention

Dra. Gabriela Mexia Pacheco*

*Profesora de la Universidad Autónoma de Baja California, Ensenada, Baja California, México.

Citation: Dra. Gabriela Mexia Pacheco (2024), Use of Social Networks, FoMo and its Impact on Productivity and Organizational Well-being: From Disruption to Organizational Strategy for Talent Wellbeing and Retention., *Educational Administration: Theory and Practice*, 30(11) 914 - 925
Doi: 10.53555/kuey.v30i11.8888

ARTICLE INFO

ABSTRACT

This research examines the impact of social media use during the workday in an organization, with a particular focus on the “fear of missing out” (FOMO) phenomenon, enhanced by the pervasiveness of mobile devices. The purpose of this work is to analyze how FOMO affects productivity, organizational culture and employee well-being. The study uses a mixed approach, with a cross-sectional design, and employs correlational, explanatory, exploratory and descriptive methods. In addition, an exhaustive review of the literature and a situational diagnosis based on data from INEGI and Statista are included. The results suggest that FOMO affects productivity by diverting employees' attention, which negatively impacts their work responsibilities. The implementation of management policies for the use of social networks is recommended to improve employee well-being and strengthen organizational success. However, the research faces some limitations, such as the scarcity of previous studies on FOMO in the workplace and the difficulty of generalizing the results to different sectors. Future lines of research are proposed that include the development of quantitative and qualitative models to measure the impact of FOMO on talent retention and work engagement. Likewise, the creation of training programs for managers is suggested, which integrate conscious leadership tools and manage FOMO within work teams.

Keywords: Social Media – FoMo – Productivity – Organizational Well-Being – Organizational Culture.

INTRODUCTION

Social networks (RRSS) are embedded in our society, to such an extent that most people cannot imagine a reality without these platforms. They serve to express ourselves, communicate with others, inform ourselves, acquire goods and services, among many other uses.

When the organization's collaborators take the use of RRSS to the work environment, the first concern of the executive directors is the time that the collaborator could invest using RRSS, chatting or creating content for their profiles during the work day, (Salas, 2023) losing productivity.

Using social networks during work hours is considered as job abandonment (Sandi, 2022) in addition to causing problems for the company, ranging from poor quality in its performance, not completing daily activities, delays, work risks, among others. The fact that employees are connected to social networks through phones that are available to them all the time has meant that they have accustomed their brains to multitasking, that is, interacting on networks while working, something that requires constantly changing the focus of attention. (Giraldo Giraldo et al., 2021). Multitasking has become common in everyday life, but the human brain is not optimized to handle several activities simultaneously. Trying to do so increases stress significantly, since processing more than one activity at a time is inefficient. Media (or dual) multitasking has often been defined as "performing two or more tasks simultaneously, one of which involves the use of media" (Lang & Chrzan, 2021) Media multitasking includes a medium and a non-media activity, and is negatively related to executive function in everyday life, i.e., working memory, switching, and inhibition. (Baumgartner et al., 2014).

Multitasking significantly reduces performance compared to sequential execution of just one task (Buser & Peter, 2012). Cognitive neuroscientist Lutz Jancke claims that when performing several activities at once, we first concentrate on one and repress others, giving priority to the one that has more stimulation (DW, 2023) and that social media interfaces encourage multitasking (Dominique Boullier, 2023). When we see something that attracts us on social media, we react quickly and easily. (DW Documentary, 2023). Recent studies, from Wake Forest University led by Professor Anthony Sali, have revealed that multitasking involves rapid switches between tasks, which generates a cognitive "switch cost." Each time the brain switches from one task to another, it takes time to reorient itself, which reduces speed and overall productivity. This process is especially costly for tasks that require deep concentration, suggesting that multitasking may be less efficient than you might think (CogniFit, 2024). The American Psychological Association (APA) in 2023 in the application of a survey, found that 55% of respondents believe that multitasking affects their cognitive performance and memory, 60% of participants reported higher levels of stress associated with multitasking, which affects both mental well-being and productivity. Another study from the University of Houston highlighted that multitasking can lead to stress and frustration, which reduces job satisfaction and increases the risk of burnout, causing employees to leave their positions. In 2022 a survey by Harvard Business Review found that 40% of respondents stated that multitasking actually reduces their productivity. (CogniFit, 2024).

A Study carried out by the firm Sinnetic states that the use of apps at work decreases work productivity by up to 13% for every hour spent browsing social networks, without strengthening tasks or performance at work. (Vega, 2017) Interaction on networks, with the use of headphones, has caused many people to lose concentration and quality in their work during the work day (Jacobo, 2017), distracting their attention during the execution of their work, and although the economic losses have not been quantified, it produces a double effect, which translates into customers poorly served by employees and lack of attention at work, which in turn generates two aspects; the first; loss of sales, and the second; defective production. (Jacobo, 2017). Corinna Pfeifer, from the University of Lübeck, conducted a study in which she interrupted employees twice a day at random for a week, finding that these interruptions significantly affected their ability to enter the flow state (Pfeifer, 2018). Not only were employees less productive, but they also experienced higher levels of frustration.

Another study conducted by Accenture entitled Listen Learn Lead reveals that 64% of respondents believe that the use of new technologies makes it difficult to listen in the office, 36% claim to lose concentration, work with lower quality and decrease team relationships due to these tools. (economist, 2015).

Data offered by Learnstuff.com states that one in 10 employees spends more time on the Internet than at work, indicating that workers interrupt their work activity every 10.5 minutes to update their social profiles, check notifications and send messages (Santo, Puro Marketing, 2024).

Based on the responses of 3,600 professionals in more than 30 countries around the world, it was found that distractions such as instant messaging, calls and unexpected meetings prevent professionals from giving their full potential. (Forbes Staff, 2015) 40% of employees in Mexico admitted that their main distraction is the Internet (economist, 2015) the problem of using social networks during work generates disconnection between employees and the activities performed, in addition to generating an addiction that leads to anxiety, (Kelly, 2023). Although some companies offer a flexible work culture, others restrict access to social networks, unfinished work and high permanent digital availability generate constant stress that contributes to burnout, a state of emotional and mental exhaustion (Maslach & Leiter, 2016). This constant stress prevents people from reacting efficiently, which can lead to symptoms of anxiety, tension, restlessness, concentration problems, and exhaustion, characteristic of "agitated depression" (Pfeifer, 2018). In this context, multitasking not only reduces the ability to manage work tasks, but also affects mental health, which is the well-being of the collaborator. This type of research underlines the importance of minimizing interruptions and multitasking at work to improve well-being and promote flow, thus improving both performance and personal satisfaction.

The findings of Brown and Kuss (2020) also support research on the distracting nature of notifications, suggesting that they trigger the fear of missing out syndrome. Gabriel Contreras, CEO of Sinnetic, reveals that "the problems of loss of competitiveness that countries like Colombia have, not only derive from government and economic policies, but also from wasting technological advances in favor of productivity."

The use of social media affects interpersonal communication, since when we communicate with someone we expect face-to-face communication, however, the disconnection in communication due to the irruption of the use of mobile phones is increasingly common, an everyday communication phenomenon that a large majority of people have experienced (Chotpitayasunondh & Douglas, 2016) and that causes different emotions in people, mainly feeling ignored by the person with whom communication is intended. The phubbing phenomenon refers to the action of ignoring someone present, usually using a mobile phone, which negatively affects the quality of interaction and relationships at work. Chotpitayasunondh and Douglas (2016) explain that phubbing negatively affects the perceived quality of communication and satisfaction in the relationship, lowering mood and threatening the four fundamental needs of belonging, self-esteem, meaningful existence and control, which has

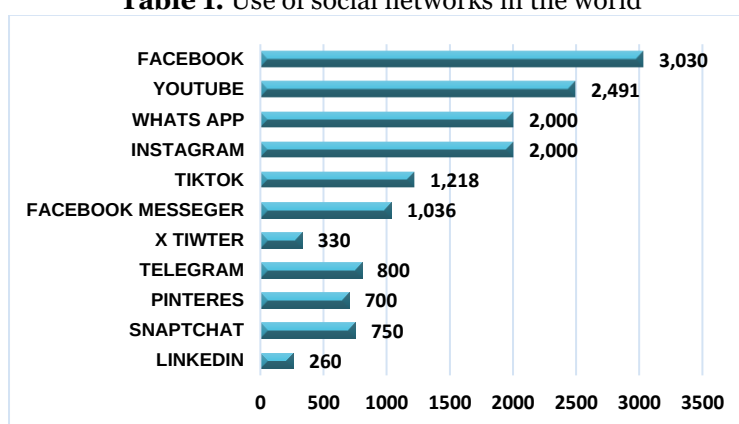
detrimental effects on work relationships, damaging the conversation by creating negative reactions and resentment. The use of social networks has altered social norms as they are always present and rarely turned off, and this constant connectivity creates new social challenges (Ranie and Zickuhr, 2015).

In the organizational setting, phubbing can have significant effects on employee engagement and performance, reducing their commitment and job performance when they perceive being ignored during work interactions, damaging relationships between colleagues, and generating emotional conflicts (Bracht, Hernandez Bark, She, Van Dick, & Junker, 2024). In addition to not generating trust with their interaction partner (Cameron & Webster, 2011, cited in Chotpitayasunondh & Douglas, 2016), employees who are ignored due to phone use by customers experience stress and lower job satisfaction (Arvan, Dreibelbis, & Spector, 2019).

Global Social Media Usage

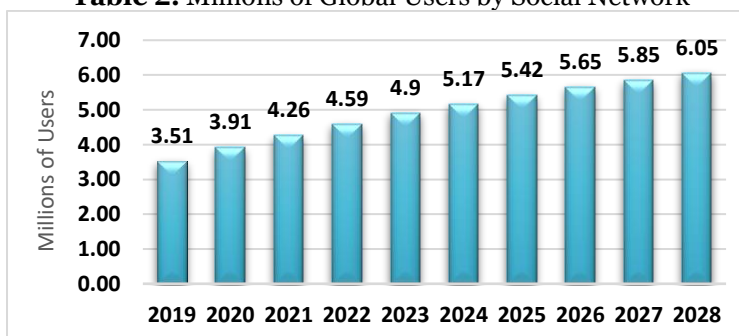
The use of social media worldwide has increased over the years (see table 1), a new report published by We Are Social and Meltwater indicates that the use of social media has reached 5 billion people by 2024 and is forecast to increase to 6 billion in 4 years, with Facebook, YouTube, and WhatsApp being the most used platforms (see table 2).

Table 1. Use of social networks in the world



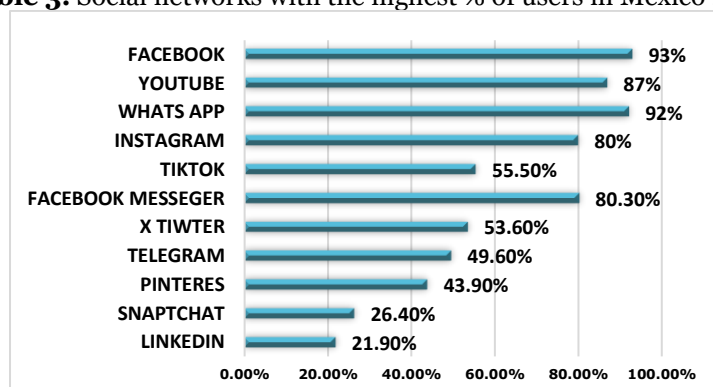
Source: Adapted from (Statista, 2024)

Table 2. Millions of Global Users by Social Network



Source: Own elaboration with information from (Martinez, 2024)

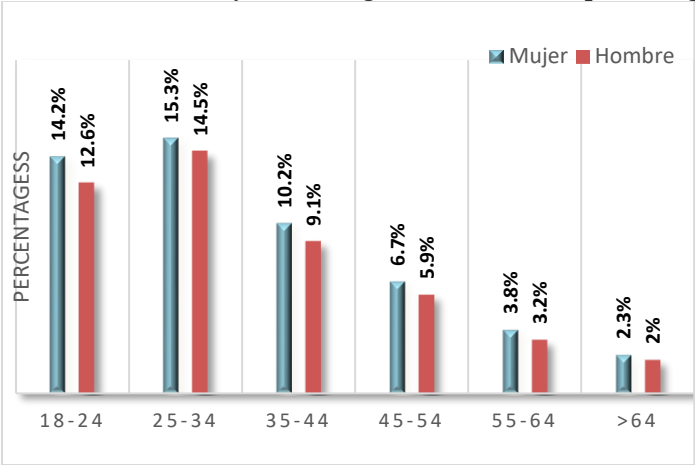
Table 3. Social networks with the highest % of users in Mexico 2024



Source: Adapted from (Statista, 2024)

In Mexico, in January 2024, of the total number of social media users, 30% were men and women between 25 and 34 years of age, with the highest incidence, followed by the 18-24 age group with a total of 26.8%, the 35-44 age group with a participation of 20.3% and the 65-year-old population represented less than 5% of social media users in the country during that period. (Statista, 2024)

Table 4. Use of social networks by sex and age in Mexico 2024 percentage distribution



Source: Prepared by the authors (Statista, 2024)

It is important to mention that the Economically Active Population (EAP) in June 2024 was 60.6 million people (Santoscoy, 2024), which represented a labor participation rate of 59.8%. Employment by sex is 75.9 million men and 45.7 million women, between the ages of 15 and over 55 years. (INEGI, 2024) (See table 5)

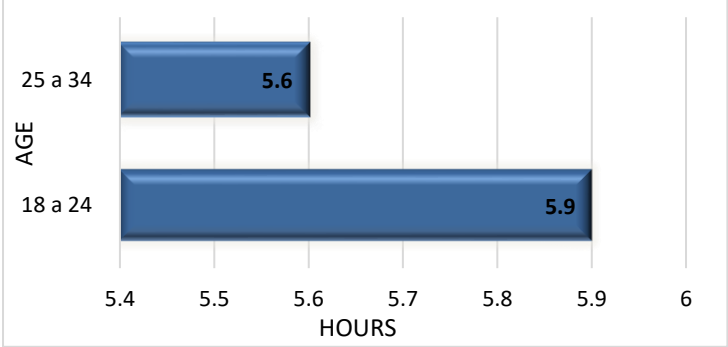
Table 5. Age composition of EAP

Age	Approximation in Millions of people.
15-24	8-10 millions
25-34	10-12 millions
35-44	10-12 millions.
45-54	8-10 millions.
55 y más	6-8 millions

Source: Own elaboration with data from (INEGI, 2024)

It can be observed that the population that mostly works is the population that has the greatest incidence in RRSS, which shows the concern of businessmen. Mexicans spend an average of 6 hours of online entertainment, (Forbes, 2023) According to the National Survey on Availability and Use of Information Technologies in Homes (ENDUTIH) 2023 of INEGI, the averages of daily internet use in Mexico by age group are 5.6 and 5.9 hours, (see table 6) igniting a concern in society about getting lost in front of screens, digital distraction, proliferates rapidly (Aagaard, 2019):

Table 6. Average daily internet usage in México by age group



Source: (INEGI, 2024)

These data indicate that young people between 18 and 24 years old are those who spend more time daily using the Internet, the main activities carried out online are: communication (93.3%), use of social networks (91.5%), entertainment (88.1%) and online shopping (11.8%), 41.6% of people report connecting to the Internet from

their workplace. (INEGI, 2024).

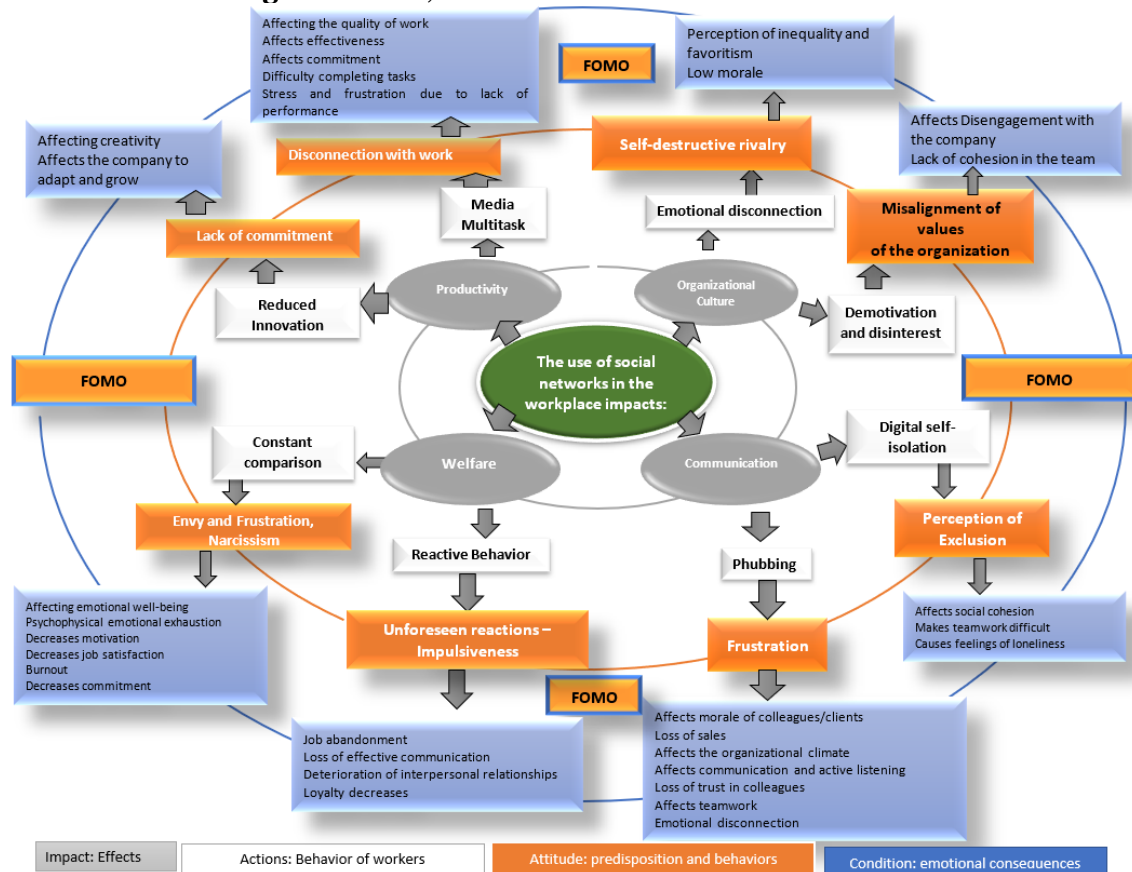
FoMo Syndrome in the Work Environment

The audiovisual impact to which one is exposed on social networks can cause changes in people's behavior, altering the belief system and, therefore, attitudes, since one is immersed in new ideologies, comparison, validation, causing one to want to align with the social norms that prevail on the network, the content can positively and negatively influence any area of life, depending on the content accessed. (National-Geographic, 2023). Derived from this excessive use of social networks, FoMo is triggered, a syndrome related to greater use of social networks, directly related to mental health, directly impacting the well-being of collaborators, specifically feelings and emotions, creating distorted perceptions of life. (National-Geographic, 2023) The study by Budnick et al. validates FoMo as a relevant phenomenon in the work environment, which offers a solid basis for this research, by applying the concept of FoMo to productivity and well-being within organizations.

People who prefer to have online relationships show poorer physical and psychological health, showing higher levels of anxiety, depression, feelings of loneliness, behavioral intentions to engage in excessive alcohol consumption, a lower level of emotional well-being, an increase in aggressive or victimizing behaviors, as well as an impact on sleep quality (Soriano-Sánchez, 2022). Other traits and behaviors are the constancy and need to be connected and updating social networks, sadness, anxiety or fear of missing out, tendencies to compare themselves with others, stress or concern about feeling observed and needing to stand out to be valued, difficulty disconnecting from technology, stress, emotional exhaustion, constant pressure, impulsive behaviors, feeling of emptiness, fear of not being good enough, among others. (College of Psychologists, 2021).

These feelings-emotions affect the behavior and attitudes of the collaborator in the development of their work. Authors Hayran, Anik, and Gürhan-Canli (2023) highlight in their research new behavioral consequences of Fomo and identify how it affects decisions and behaviors, demonstrating decreased evaluations and intentions to repeat experiences, which poses a threat to loyalty. They also expand previous findings on how knowledge of more attractive alternatives negatively influences commitment decisions in various personal and professional contexts. One study identifies depressive mood and intensity of social media use as the main incentives for FoMo (Faelens et al., 2023). It was also determined as a driver of narcissism, in which its effect led users to adopt admiration and rivalry as strategies (Jabeen, Tandon, Sithipolvanichgul, Srivastava, & Dhir, 2023) and that it arose when the individual had little interaction with their environment (Liu, Liu, Zhou, & Wan, 2023).

Figure 1. FoMo, Social Media and Mental Health at Work



Source: own elaboration

Figure 1 shows an inverse relationship between FoMo syndrome, as a distal predictor, of phubbing and multitasking. FoMo manifests itself in feelings and emotions that generate actions; employee behaviors, which influence attitudes; employee predisposition and behavior, directly associated with the condition; emotional consequences such as stress, anxiety and discontent, thus affecting workplace well-being. These behaviors impact key areas of the organization: productivity, communication, well-being and organizational culture, altering the work environment.

Budnick, Rogers, and Barber (2020) in their article "The fear of missing out at work: Examining costs and benefits to employee health and motivation" provide empirical evidence on how FoMo can have negative effects on organizational well-being, another key component of this research.

In the organizational context, it is essential to recognize FoMo (Fear of Missing Out) as a socially accepted addiction, but with significant negative effects on employee productivity and well-being. Although it is not the company's responsibility to "cure" this addiction, measures must be taken to mitigate its impact. According to Cross and Dillon (2016), uncontrolled use of social networks encourages behaviors that divert attention and decrease job and personal satisfaction, functioning as an evasion mechanism in the face of anxiety and stress.

From Disruption to Strategy

From this understanding, FoMo reflects a social change that requires adjustments in organizational culture and well-being management because technologies are changing the dynamics of organizations. In this context, this problem often does not receive the necessary attention from organizations, which can implement flexible work strategies that prioritize emotional well-being and the balance between personal and professional life. These strategies should not focus on eliminating the addiction, but on creating a supportive environment, where employees can healthily manage their interaction with social networks and achieve that connection and balance they seek between freedom and flexibility within the work environment. Some strategies may include policies such as more flexible work schedules, disconnection breaks, and training on digital stress management. This study proposes the approach called Organizational Digital Wellbeing Strategy, an innovative model that underlines the responsibility of organizations to actively manage the impact of FoMo and the use of social media in the work environment, recognizing FoMo as a potentially disruptive influence on employees' productivity and mental health, this strategy suggests the implementation of supportive and flexible policies that foster a healthy and productive work environment. This approach not only allows organizations to take concrete steps to effectively manage digital wellbeing, but also highlights the commitment to a work environment adapted to the demands of the digital age.

Institutional support in this regard will not only improve performance and work commitment, but will also foster a healthier and more resilient organizational climate. This supportive approach is key to addressing the impact of FoMo in the work environment, without expecting the company to take on a therapeutic role, but rather providing the conditions that allow employees to better manage contemporary digital challenges.

According to Dr. Navalón, those who suffer from it cause conflicts in their environment, the specialist suggests promoting balanced use of mobile phones, highlighting that simply abandoning the networks is not the solution, but rather learning to use them rationally and moderately (Psiquiatria.com, 2024)

Companies often implement restrictive policies, adopting punitive measures that include, in some cases, the dismissal of workers who do not comply with the imposed policies and/or regulations, which can lead to the loss of employees with significant potential or talent. This poses a significant dilemma for managers, as drastic solutions can be counterproductive, especially considering that FoMo can be addressed from an organizational health and well-being perspective.

It is important to consider organizational Social Responsibility as a link that every company establishes and cultivates with its audiences to generate social ties that favor competitiveness and long-term business, while contributing to improving the living conditions of society in a sustainable way. (Roitstein, 2004), being socially responsible is an essential requirement for an organization to be competitive, this is due to the social transformations that occur today, since it has been found that organizations with motivated and happy individuals, enhance their strengths and skills in carrying out their day to day, to make the organization a favorable, pleasant, and essential place for the integral development of individuals (Chumaceiro Hernández, Ravina Ripoll, Hernández García de Velazco, & Reyes Hernández, 2020).

The evolution of the concept of employee functionality has changed significantly, starting from an obsolete perspective that considered them a mere factor of production, they came to be seen as a valuable resource, to become today valued as the essential resource for competitiveness and qualify them as "talent investors" (Aguila, 2003), developing productive skills to manage their emotions and helping employees solve their problems. (Newstrom, 2011) Investing in human talent to achieve competitive advantages, understanding that retaining the

right people is a key component for developing strategies and thus, building an organization as part of a corporate strategy. (Mexia, García, Aranibar, & Pérez, 2024).

Theories of social responsibility and happiness management are essential in this context of modern business practices, especially due to the highlighted challenges of the great attrition, this phenomenon has highlighted the need for organizations to reconsider their management and leadership models to foster environments that not only attract, but also retain employees (Galiano-Coronil & Blanco-Moreno, 2024).

It is essential that managers understand the psychology underlying FoMo, so that they can implement strategies to mitigate its effects in the work environment and promote flexible practices in the use of social networks during the workday, considering social responsibility as a critical element in business strategies (Chumaceiro Hernández et al., 2020).

Flexibility is an advantage in employee retention and satisfaction by reducing turnover, by offering flexible work arrangements, it significantly improves employee retention and attracts better talent. ((Galiano-Coronil & Blanco-Moreno, 2024).

By adopting these measures, productivity is enhanced, and an environment is fostered in which employees can concentrate and reduce the anxiety associated with constant digital connectivity, helping people to see their experience from a more positive perspective and, therefore, avoid negative effects. (Hayran, Anik, & Gürhan-Canli, 2023) organizational productivity depends solely on the realization of an attractive value offer for all (Rodríguez-Muñoz & Sanz-Vergel, 2013).

In an interview with the General Manager of the food and beverage sector Oscar A.G. (communication September 27, 2024) he pointed out that social networks have considerably influenced employee productivity. He states that prohibiting his collaborators from using social networks at work was harmful, since it was a cause of desertion. However, before he resigned, he observed that the collaborators developed behaviors of rejection, anger, alterations and bad mood, using social networks secretly, commonly in the bathroom. In some cases, he accepts losing good elements, but with signs of addiction to the use of social networks, which is why today he considers some options for bone time during work, for the general well-being of the organization. A study carried out by Laborum.net indicates that 45% of employees confess that they check their social profiles secretly. (Santo, Puro Marketing, 2024).

In another interview with the general manager J. Manuel H. (communication October 4, 2024) of the Restaurant sector, he points out that employees do not respect the company's rules regarding the use of devices, constantly surprising them on cameras checking their social networks. More than three employees accepted not having control over the use of social networks, recognizing it as a "vice." He indicates that he took measures such as prohibiting the introduction of cell phones "into the room", where as a result, he obtained a tense and hostile environment on the part of the employees, affecting their behavior and the organizational environment. He recognized that eliminating social networks was not an option, modifying his strategy by allowing it to be used only in certain areas, and "n" number of times, but never in front of customers. Amazed by the positive response and gratitude from the employees, they told him that what he had done was very strict, and that most did not look at it well. He pointed out at the end that most likely in the organization he leads there is an addiction to social networks.

The Merc survey on emotional health that moves European millennials and Zs, conducted on 7,500 young people in the workplace, highlights the importance given to the emotional well-being of employees. So much so that what they prioritize most when it comes to continuing in a company is a good work environment with 91%, good conditions to balance personal life and work 88%. (nfosalus, 2023).

On the other hand, Self-Determination Theory states that healthy development of individuals depends on the satisfaction of three basic needs: autonomy needs, competence needs, and relatedness needs. Among them, relatedness needs refer to those needs that are satisfied by establishing social relationships with others. According to Faelens et al. (2023), social media users continually seek entertaining experiences that they have missed (cited in Holte & Ferraro, 2020; Pang et al., 2023), and they use the platforms to build an identity and establish meaningful relationships online. As social media expands, users may expose themselves more to fascinating experiences and feel like they are missing out on entertainment and opportunities (Faelens et al., 2023, cited in Holte & Ferraro, 2020; Mohammed et al., 2023).

Digitalization has transformed the work environment, and today we are looking not only for efficiency, but also for ways to balance work and leisure. The pandemic accelerated the shift to remote work models, modifying work dynamics. 84% of Mexican workers prefer remote work instead of mandatory in-person work, greater work flexibility, and horizontal hierarchies instead of authoritarian structures. (Gonzalez-Alcantara, 2024) The efficient management of these tools will make the employee feel satisfied, and a satisfied employee can be a good

brand ambassador if they consider that the company cares about their well-being and allows them certain liberties. (Santo, Puro Marketing, 2024).

Work-life balance is a growing priority for employees, who appreciate the possibility of enjoying their lives more and having flexible jobs, avoiding rigid organizational structures that offer little freedom, high levels of stress and excessive workloads, where they feel that they work too much, earn little and have little time to enjoy, causing a feeling of injustice and general dissatisfaction. (Ramirez, 2024).

In addition to this, millions of videos on digital platforms promote easy and well-paid work, from online sales to becoming an influencer or content creator, non-traditional jobs that are attractive because they do not dominate people's lives. Faced with this scenario, companies work to retain human talent, focusing on implementing policies that promote the well-being of their employees, offering something more than money. The EY Work Reimagined survey considered workers and employers from 22 countries, including Mexico, outlining labor trends for 2024, revealing aspects that can improve employee performance and retention, highlighting their interests and motivations: proportion of technological tools 34%, greater collaboration between colleagues 31% and social connections 29% (Gonzalez-Alcantara, 2024). Therefore, organizations must focus on developing supportive management practices to improve employee satisfaction and loyalty, highlighting strategic leadership. ((Galiano-Coronil & Blanco-Moreno, 2024)

Social Media as Branding and Professional Development Tools

Social media has brought about fundamental changes in the work environment, strengthening relationships between the organization's stakeholders. Both employees and the organization itself use social media extensively for both work and personal purposes, facilitating the communication of reliable and authentic information, which can contribute significantly since employees satisfied with their digital environment can offer better experiences to their customers, improving the reputation of the brand and the entire organization. (Bodhi, 2021).

Social networks have a significant impact on the lives of employees and the way organizations operate (Bodhi et al., 2021a), which is why many companies have authorized exclusive periods for their employees to access social networks, short but defined and supervised spaces in both work days, in such a way that the use of these communication platforms is not completely limited, but is dosed throughout the work day. (La Nación, 2014).

Social networks are great communication tools, essential to become visible to clients, employers and recruiters. These platforms expand the network of contacts and establish valuable connections with professionals from all over the world, enhancing job opportunities, which means a benefit for the company. Nowadays, many people feel that their lives lack purpose, and they look for jobs that allow them to better manage pressure and stress, especially in the digital age, since they prefer a healthy combination between work and leisure. Celebi and Terkan (2020) in their study state that escaping from work for a while through the use of social networks increases job performance. In addition to that, managers must monitor the workload to avoid burnout and decreased performance, which are other elements that directly affect employee retention. (Galiano-Coronil and Blanco-Moreno, 2024).

METHODOLOGY

This research follows a mixed approach with a cross-sectional design, combining quantitative and qualitative methods to assess the impact of social media use on productivity, communication, organizational culture, and employee well-being. The methodology begins with a systematic review of the literature based on specific inclusion criteria. Keywords such as "social media," "FoMo," "productivity," and "work well-being" were identified, and advanced search strings were built in recognized academic databases such as Scopus and Web of Science. To ensure relevance and timeliness, the corpus selection included studies published between 2010 and 2023 in the areas of management, work psychology, and organizational behavior. Relevant articles were organized in a reference database and analyzed based on their contribution to four thematic axes. The empirical phase of the research includes a situational diagnosis of social media use at work in Mexico, using data from reliable sources such as INEGI and Statista to identify patterns and trends. The main variables are defined as social media use, productivity, organizational communication, organizational culture, and employee well-being. The quantitative information was complemented with data from INEGI and Statista, providing updated information on social media use and digital behavior patterns in the organizational environment in Mexico. Descriptive and correlational analyses allowed observing the relationship between variables, while qualitative data provided a rich view of the phenomenon. Together, this mixed methodology provides a comprehensive basis for exploring how social media use impacts the work environment and contributes to identifying the repercussions of FoMo on organizational well-being.

RESULTS AND DISCUSSION

The results of this research show the direct impact of using social media with an emphasis on FoMo in the

organization, highlighting the complexity and duality in the work environment, showing its potential to improve performance as well as the risks associated with its abuse. It is essential that companies recognize and manage both aspects to maximize benefits and minimize risks. (Rojas-Kramer, Escalera Chávez, & Santana Villegas, 2023).

The new diverse and transformative work reality is also evident, an inevitable duality in modern work and its direct relationship with FoMo, a new way of working, which transforms a threat into a strategic tool for organizational well-being, which offers a valuable opportunity to develop proactive strategies and maximize the potential of business talent, through greater use of technology, with a focus on people, considering the management of happiness in the organization from Social Responsibility, ensuring the well-being of its workers and increasing the quality of life and the common good (Chumaceiro Hernández et al., 2020).

To develop sustainable competitiveness in the long term, it is essential to implement social responsibility actions that are perceived as a strategic investment and increase competitiveness (Roitstein, 2004). In this sense, it is essential to adjust to tactics that respond effectively to the dynamic demands of the labor market, maintaining the well-being of human capital as a priority, which allows us to align ourselves with the study by Galiano-Coronil and Blanco-Moreno (2024) where it highlights that companies that prioritize the well-being of their employees not only reduce turnover, but also build a more resilient workforce.

In the context of current work trends, workers, especially those of younger generations, increasingly value flexibility and autonomy, and reject environments that impose strict restrictions. Organizational leaders, such as managers and directors, must develop greater awareness of the impact of FoMo on their teams and consider its treatment as a well-being issue, rather than a simple lack of work discipline.

While social media can generate great communication benefits, it is essential to manage them strategically, setting clear boundaries in new work models.

Although these new ways of working present a challenge for companies, adaptation is crucial, as they represent an opportunity to innovate in talent management. Both employers and employees must be willing to evolve and adopt new approaches. The companies that will stand out in this new landscape will be those that work smarter.

The existence of new social demands arising from the organization's collaborators, directed at the organization seeking the maximum common good, which must be a vital element in the business strategy. (Chumaceiro Hernández et al., 2020).

Organizational support can moderate the negative effects of FoMo, suggesting that policies that encourage work-life balance may reduce the impact of FoMo on well-being. This reinforces that social network management strategies at work can mitigate the adverse effects of FoMo. (Budnick, Rogers, & Barber, 2020)

CONCLUSION

This research challenges the traditional view that the company is exclusively a space for productivity, highlighting the relevance of emotional support in a digital context. Implementing flexible work strategies to manage the effects of FoMo is critical in today's environment. This approach balances acknowledging social media addiction without assuming a full therapeutic role, but providing support. This perspective brings significant value to the discussion on mental health and wellbeing at work, offering a comprehensive approach that can have a real impact on organizational management and employee wellbeing.

Our findings allow us to conclude that understanding the complex dynamics of the "predator-prey" relationship reveals both the negative impact and the inevitable reality of social media use. Focusing on FoMo as a challenge, and at the same time as a strategic key, opens up opportunities to develop organizational approaches that improve employee well-being and facilitate talent retention. Thus, this research offers a proactive perspective on how organizations can identify and manage this phenomenon, promoting job stability and the coexistence of various factors around social media use. It is essential to raise awareness among managers about the presence and effects of this syndrome in the organization, which requires attention and strategic management that encourages moderate and controlled use of these platforms.

Social media can also be a valuable tool for communication, connecting teams, and broadening perspectives and creativity, contributing to building a dynamic organizational culture. Therefore, the context and the policies of use implemented determine whether social media acts as an "unconventional predator." This study highlights the importance of full and ongoing attention to the well-being of the organization as a whole.

Research suggests that management strategies need to evolve to include intervention approaches that address FoMo in a comprehensive and proactive manner. Rather than resorting to layoffs or rigid policies,

organizations can benefit from developing support and wellness programs that address technology addictions. This would not only help retain talent, but also strengthen employee satisfaction and engagement, fostering a healthier work culture that is adapted to the realities of the digital age.

LIMITATIONS

Research on FoMo in organizations is still scarce, and its importance in the workplace has not received enough attention. This research opens a new line for future studies that examine, for example, effective methods and practices to implement flexible policies in the use of social networks in various sectors, the impact of FoMo on organizational dynamics and the degree of this phenomenon in employees. In addition, this line of research allows the development of quantitative and qualitative models to measure its impact on talent retention, satisfaction and work commitment, justifying investment in digital wellness programs. Finally, the creation of training programs for managers is proposed, integrating both the psychological aspect of FoMo and conscious leadership tools to manage it effectively within teams.

REFERENCES

1. Aagaard, J. (2019). Multitasking as distraction: A conceptual analysis of media multitasking research. *Theory & Psychology*, 29(1), 87-99. <https://doi.org/10.1177/0959354318815766>
2. Eagle, J. (2003). *People Management and Achievements*. Barcelona: Management 2003.
3. Arvan, M. L., Dreibelbis, R. C., & Spector, P. E. (2019). Customer service stress: A meta-analysis of customer mistreatment. In P. L. Perrewé & P. D. Harms (Eds.), *Examining the role of well-being in the marketing discipline (Research in Occupational Stress and Well Being, Vol. 17, pp. 117-136)*. Emerald Publishing Limited. <https://doi.org/10.1108/S1479-355520190000017006>
4. Bodhi, R. (2021). Impact of employee social media use on organizational engagement, well-being, and brand advocates: A theoretical contribution. *International Conference on Advanced Marketing (ICAM4)*. University of Kelaniya, Taylor's University Malaysia. Available at <http://repository.kln.ac.lk/handle/123456789/23521>
5. Budnick, C. J., Rogers, A. P., & Barber, L. K. (2020). The fear of missing out at work: Examining costs and benefits to employee health and motivation. *Computers in Human Behavior*, 104, 106161. <https://doi.org/10.1016/j.chb.2019.106161>
6. Baumgartner, S. E., Weeda, W. D., van der Heijden, L. L., & Huizinga, M. (2014). The relationship between media multitasking and executive function in early adolescents. *Journal of Early Adolescence*, 34(8), 1120-1134. <https://doi.org/10.1177/0272431614523133>
7. Brown, L., & Kuss, D. J. (2020). Fear of missing out, mental well-being, and social connectedness: A seven-day social media abstinence trial. *International Journal of Environmental Research and Public Health*, 17(12), 4566. <https://doi.org/10.3390/ijerph17124566>
8. Bracht, E. M., Hernandez Bark, A. S., She, Z., Van Dick, R., & Junker, N. M. (2024). The downside of phones at work: Exploring negative relationships between leader phubbing and follower engagement/performance. *Leadership & Organization Development Journal*, 45(1), 82-93. <https://doi.org/10.1108/LODJ-03-2023-0129>
9. Buser, T., & Peter, N. (2012). Multitasking. *Experimental Economics*, 15(4), 641-655. <https://doi.org/10.1007/s10683-012-9318-8>
10. CogniFit. (2024, August 22). New studies uncover how multitasking may affect your productivity. CogniFit Blog: Brain Health News. <https://blog.cognifit.com/how-multitasking-affects-productivity/>
11. College of Psychologists. (2021, July 21). FOMO Syndrome: Psychology. College of Psychologists of San Juan. Available at <https://colegiodepsicologossj.com.ar/sindrome-fomo-psychology/>
12. Csikszentmihalyi, M. (1990). *Flow: The Psychology of Optimal Experience*. Harper & Row. Available at: <https://archive.org/details/flowpsychologyof0000csik>
13. Cross, R., & Dillon, K. (2016). What you're hiding from when you constantly check your phone. *Harvard Business Review*. <https://hbr.org/2016/01/what-youre-hiding-from-when-you-constantly-check-your-phone>
14. Chotpitayasunondh, V., & Douglas, K. M. (2016). How "phubbing" becomes the norm: The antecedents and consequences of snubbing via smartphone. *Journal of Applied Social Psychology*, 46(10), 725-740. <https://doi.org/10.1111/jasp.12506>
15. Chumaceiro Hernández, A. C., Ravina Ripoll, R., Hernández García de Velazco, J. J., & Reyes Hernández, I. V. (2020). University social responsibility in the management of organizational happiness. *Utopia and Latin American Praxis*, 25(Esp.2), 388-400. University of Zulia, Venezuela. <https://doi.org/10.5281/zenodo.3815332>
16. DW Documentary. (2023, September 21). Multitasking - How much can you do at the same time? [Video]. YouTube. <https://www.youtube.com/watch?v=qGQwvd6bd1I>
17. Economist, r. e. (June 17, 2015). The Economist. Obtained from <https://www.eleconomista.com.mx/el-empresario/Ven-en-redes-sociales-threat-to-productivity-20150617-0208.html>
18. Faelens, L., Hoorelbeke, K., Soenens, B., Van Gaeveren, K., De Marez, L., De Raedt, R., & Koster, E. H. W.

- (2023). Assessing detrimental influences of fear of missing out on psychological well-being: The moderating role of self-presentation, upward contrast, and social media stalking. ResearchGate. Retrieved from <https://www.researchgate.net/publication/377348419>
19. Fernández, R. (August 23, 2023). Statista. Retrieved from <https://www.statista.com/topics/3168/world-social-media-overview/>
 20. Forbes. (June 30, 2023). Forbes. Obtained from <https://www.forbes.com.mx/mexicanos-destinan-seis-horas-dia-entretenimiento-redes-sociodigitales-experto/>
 21. Forbes Staff. (2015, April 8). Multitasking, the labor strength of the millennials. Forbes Mexico. Retrieved from <https://forbes.com.mx/multitasking-la-fortaleza-laboral-de-los-millennials/>
 22. Galiano-Coronil, A., & Blanco-Moreno, S. (2024). Employee satisfaction and retention: Social marketing and happiness. *Journal of Administration and Economics Challenges*, 14(28). <https://doi.org/10.17163/ret.n28.2024.04>
 23. Giraldo Giraldo, Y., Moreno Montoya, J. F., Madrigal Zuluaga, N., Alzate Echavarria, M. Torres Zapata, C., Hincapié Aguirre, N., Pérez Palacio, A. C., Salgado Pérez, A. G., & Morales Betancur, J. D. (2021). Relationship between social media use and executive functions. *Poiésis*, 40, 57-72. <https://doi.org/10.21501/16920945.4054>
 24. Gonzalez Alcantara. (February 14, 2024). Building a better working word. Retrieved from https://www.ey.com/es_mx/workforce/preferencias-mexico-2024-flexibilidad-remuneracion-laboral
 25. Hayran, C., Anik, L., & Gürhan-Canli, Z. (2023). A threat to loyalty: Fear of missing out (FoMO) leads to reluctance to repeat current experiences. *PLOS Digital Health*. Retrieved from <https://journals.plos.org/digitalhealth/s/journal-information#loc-indexing-and-archiving>
 26. Hernández Sampieri, R., Fernández Collado, C., & Baptista Lucio, M. del P. (2016). *Research methodology* (6th ed.). McGraw Hill.
 27. Hurtado, J. (2012). *Holistic research methodology* (2nd ed.). Editorial Quirón.
 28. INEGI. (January 25, 2024). INEGI. Retrieved from https://www.inegi.org.mx/contenidos/saladeprensa/boletines/2024/ENOE/ENOE2024_01.pdf
 29. National Institute of Statistics and Geography (INEGI). (2024). National Survey on Availability and Use of Information Technologies in Homes (ENDUTIH) 2023. INEGI. https://www.inegi.org.mx/contenidos/saladeprensa/boletines/2024/ENDUTIH/ENDUTIH_23.pdf
 30. Jabeen, F., Tandon, A., Sithipolvanichgul, J., Srivastava, S., & Dhir, A. (2023). Social media-induced fear of missing out (FoMO) and social media fatigue: The role of narcissism, comparison, and disclosure. *Journal of Business Research*. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0148296323000516?via%3Dihub>
 31. Jacobo, J. (2017, November 26). AGDER. Retrieved from <https://www.agder.org.mx/la-perdida-economica-del-uso-de-redes-sociales-en-la-jornada-de-trabajo/>
 32. Kelly, J. (July 10, 2023). Forbes. Retrieved from <https://www.forbesargentina.com/lifestyle/el-problema-utilizar-redes-sociales-durante-trabajo-desconexion-empleados-menor-productividad-adicion-n36867> Jack Kelly
 33. La Nación. (February 10, 2014). Retrieved from https://www.nacion.com/opinion/foros/uso-de-las-redes-sociales-en-el-trabajo/YMNA7DN6M5EGFMJPMUWXNOMBAM/story/La_Nacion
 34. Lang, A., & Chrzan, J. (2021). Media multitasking: good, bad or ugly? *Anuario de Comunicación*, 39(1), 99-128.
 35. Liu, X., Liu, T., Zhou, Z., & Wan, F. (2023). The effect of fear of missing out on mental health: Differences in different solitude behaviors. [Journal name]. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10150542/pdf/40359_2023_Article_1184.pdf
 36. Martínez, I. (July 16, 2024). Neo Attack. Retrieved from <https://neoattack.com/blog/redes-sociales/>
 37. Martínez, J. (2024). Socioestrategias. Obtained from <https://socioestrategia.com/que-es-el-sindrome-fomo/>
 38. Martínez Navarro, G. (2019). Happiness and work: Study of happiness in the work environment. *Journal of Psychology and Behavioral Sciences*, 10(2), 303-324. <https://www.redalyc.org/journal/279/27963185044/27963185044.pdf>
 39. Maslach, C., & Leiter, M. P. (2016). *Burnout: A Multidimensional Perspective*. Routledge. Available at: <https://books.google.com>
 40. Mexia, G., García, B., Aranibar, M., & Pérez, M. (2024). Financial well-being in employees through financial education in organizations. In Y. Chirinos, A. Ramírez, R. Godínez, N. Barbera, & D. Rojas (Eds.), *Trends in university research, a view from Latin America* (Vol. XXIII). Fondo Editorial Universitario Servando Garcés. <https://doi.org/10.47212/tendencias2024vol.xxiii.10>
 41. National-Geographic. (February 17, 2023). National-Geographic. Retrieved from <https://www.nationalgeographicla.com/ciencia/2023/02/que-es-el-sindrome-fomo>
 42. Newstrom, J. W. (2011). *Human behavior at work*. Minnesota: Mc Graw Hill.
 43. Nfosalus. (September 21, 2023). Millennials care about their mental health. pp. 179-183. https://www.infosalus.com/salud-investigacion/noticia-millennials-si-preocupan-salud-mental-90-valora-salud-emocional-fisica-igual-20230921173959.html?_gl=1*17snqmm*_ga*NjkwODU4MzM1LjE3MjY5MzA2NzQ.*_ga_2HWC8HS3

- FS*MTcyNjkzMDY3NC4xLjEuMTcyNjkzMDg2Ni4zMy4wLjE.
44. Pfeifer, C. (2018). *Multitasking and Flow in the Workplace: A Study on Employee Interruption*. University of Lübeck.
 45. Psiquiatria.com. (May 6, 2024). Addictives, Substance-Related Disorders and Addictive Disorders. pp. 191-202. <https://psiquiatria.com/adicciones/el-69-de-los-jovenes-confiesa-sufrir-el-sindrome-fomo-que-implica-un-deseo-de-estar-continuamente-conectado>.
 46. Raine, L., & Zickuhr, K. (2015, August 26). Americans' views on mobile etiquette. Pew Research Center. <https://www.pewresearch.org/internet/2015/08/26/americans-views-on-mobile-etiquette/>
 47. Ricardo Ramirez. (September 27, 2024). El Economista. Retrieved from <https://www.eleconomista.com.mx/capital-humano/flexible-diversa-y-segura-asi-cultura-organizacional-abraza-salud-mental-20240927-727650.h>
 48. Ricardo Ramirez. (September 27, 2024). The Economist. Retrieved from <https://www.eleconomista.com.mx/capital-humano/flexible-diversa-y-segura-asi-cultura-organizacional-abraza-salud-mental-20240927-727650.html>
 49. Rodríguez-Muñoz, A., & Sanz-Vergel, A. I. (2013). Happiness and well-being at work: Introduction to the special issue. *Journal of Work and Organizational Psychology*, 29(3), 95-97. <https://doi.org/10.5093/tr2013a14>
 50. Rojas-Kramer, C. A., Escalera Chávez, M., & Santana Villegas, J. del C. (2023). *Impact of social network addiction on job performance*. *Revista de San Gregorio*, 1(56). <https://revista.sangregorio.edu.ec/index.php/REVISTASANGREGORIO/article/view/2401>
 51. Roitstein, F. (2004). Corporate social responsibility in Argentina: trends and opportunities. *Academia. Latin American Journal of Administration*, 32, 5-28. <https://www.redalyc.org/articulo.oa?id=71603202>
 52. Sajid, S. M. (2020). Social media and employee productivity at workplace. ResearchGate. https://www.researchgate.net/publication/346634593_Social_Media_and_Employee_Productivity_at_Workplace
 53. Salas, F. (May 24, 2023). Obtained from El Observador: <https://observador.cr/el-uso-de-redes-sociales-y-su-impacto-en-el-ambito-laboral-sus-implicaciones-legales>
 54. Sandi, R. (February 12, 2022). La Teja. Obtained from <https://www.lateja.cr/nacional/patronos-pueden-despedir-a-trabajadores-que-usan/WTZAPDBNDJCWRMM7LMQCASCQD4/story/>
 55. Santo, C. (2024). Pure Marketing. Obtained from <https://www.puromarketing.com/16/18354/it-is-really-perjudicial-redes-sociales-trabajo>
 56. Santoscoy, E. O. (September 9, 2024). El Financiero. Obtained from <https://www.elfinanciero.com.mx/opinion/ernesto-o-farrill-santoscoy/2024/09/09/reportes-de-empleo-en-mexico-y-eu-y-las-expectativas-de-politica-monetaria/>
 57. Soriano-Sánchez, J. G. (2022). Psychological factors and consequences of the Fear of Missing Out Syndrome: A Systematic Review. *Journal of Psychology and Education*, 17(1), 69-78. <https://doi.org/10.23923/rpye2022.01.217>
 58. Statista. (January 2024). Statista. Obtained from <https://es.statista.com/estadisticas/1139347/distribucion-redes-sociales-usuarios-edad-genero-mexico/#:~:text=Published%20by%20Statista%20Research%20Department%2C%2022%20may%2024,redes%20sociales%20en%20el%20country%20during%20that%20periodo>
 59. Vega, J. P. (February 14, 2017). LR MAS. Obtained from <https://www.larepublica.co/alta-gerencia/el-mal-uso-de-redes-sociales-puede-hacerlo-perder-hasta-25-de-sus-ingresos-2471611>
 60. We Are Social. (2024, April 29). Global Digital Report - April 2024. <https://wearesocial.com/blog/2024/04/global-digital-report-april-2024/>