



The Impact of Workplace Culture and Structural Variations on Workplace FOMO, Organizational Commitment and Perfectionism: A Comparative Cross – Sectional Study

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Abstract: The era of digitalization has had a marked impact on today's working environment, leading to enhanced pressure on employees and blurring of boundaries. Even though immense attention has been devoted to occupational well – being, empirical studies on the role of sector – specific organizational cultures in influencing modern psychological problems have been largely neglected. To address this, the current study investigates the impact of workplace culture and structural variations in the public and private sectors on psychological measures of Workplace FOMO, Organizational Commitment and Perfectionism. The study is conducted on a sample of consisting of 200 full time employees from the two sectors and employed a comparative cross – sectional approach. While a significant difference in Organizational Commitment among public sector employees was evident, but no significant differences between sectors in Workplace FOMO and Perfectionism was witnessed. In addition, a moderate positive relationship between Workplace FOMO and Perfectionism was noted. It is crucial to create sector – specific interventions to understand the ubiquity of digital pressure and perfectionism and explore unique cultural and structural drivers of employee engagement. This research develops the emerging insight on the evolving working environments. Further, the study highlights the importance of context – specific models and empathetic models to support employee welfare and facilitate the long – term sustainability of organizations.

Key Words: *Workplace FOMO, Perfectionism, Organizational Commitment, Public Sector, Private Sector*

1. Introduction

Employment evolution has long been characterized by the dichotomy between the work culture of the public and private sectors. Historically, public sector organizations have been linked to stability, structured hierarchies and a mission – oriented focus on serving the public interest. In contrast, private sector enterprises prioritize flexibility, innovation and profit maximization and promote environments that can adapt to market changes and competitive pressures. These fundamental differences have a significant impact on organizational culture, employee behavior and psychological structures in these environments.

The integration of rapid technological progress and digital tools has blurred the boundaries between work and personal life in modern times. The increase in remote work, accelerated by global events, has further transformed the traditional workplace dynamics, raising the focus on work – life balance and family harmony. These changes offer flexibility but also pose new psychological challenges to employees across sectors.

One of the challenges is the emergence of Workplace Fear of Missing Out (WFOMO), “a phenomenon in which employees have a fear of work-related opportunities or information”. This fear is exacerbated by the ubiquitous use of information and communication technologies, creating a culture of “always on”. Research shows that WFOMO is a significant risk factor for employee’s mental health, leading to increased stress and exhaustion (Elizabeth Marsh, 2024). Another study demonstrates that Workplace FOMO is closely linked to the excessive use of information and communication technology (ICT), which has adverse effects on the well – being of employees and their ability to recover during non – working hours (Reimann, 2023).

Organizational Commitment (OC) is defined “as the psychological attachment of employees to their organizations” and varies greatly between the public and private sectors. The inherent bureaucracy of public institutions can promote the sense of stability, or cause of rigidity and limited autonomy. On the contrary the flexible hierarchies of private companies can promote an empowering sense but also lead to unemployment due to a performance – oriented culture. Studies have shown that private sector employees tend to have higher organizational commitment levels than their counterparts in the public sector, which is due to differences in job satisfaction and perceived organizational support (Todorović, 2024).

Perfectionism in the workplace is another psychological structure influenced by a specific sectoral culture. In the private sector, the competitive atmosphere can aggravate perfectionistic tendencies and make employees set excessively high standards for themselves. The search of excellence may drive performance, but it may also lead to stress, burnout and low productivity. In contrast, the focus on the procedure in public organizations could either mitigate perfectionism by focusing on compliance with established protocols or amplify it when employees feel pressured to comply with strict bureaucratic standards. The research suggests that perfectionists may hinder workplace productivity because employees who focus excessively on perfection can waste time and miss deadlines (Damian, 2015).

In the light of the rapidly evolving work environment, employee’s psychological well – being is an important issue, especially as organizations face the long – term impact of digital dependency, competitive

work demand and evolving employee expectations. The increasing prevalence of Workplace FOMO, the fluctuating level of Organizational Commitment, and the growing proclivity for perfection are not isolated challenges but reflect deeper systemic issues incorporated into the different cultures of public and private sector employment. As the boundaries between work and personal life are blurred and the pressure on performance in the industry increases, these psychological structures are increasingly pronounced, affecting the engagement, retention and mental health of employees.

To solve these problems, it is necessary to understand in depth, how sector specific factors interact with individual psychological characteristics and workplace dynamics. Without strategic intervention and a shift towards empathy, flexibility and inclusive working cultures, these challenges may intensify, affecting not only the well – being of individuals, but also the sustainability of organizations. This research aims to contribute to this understanding by highlighting the urgent need for a context – sensitive approach to managing employee experiences across sectors to ensure that an evolving work environment contributes to productivity and psychological resilience.

2. Methodology

2.1 Problem

The aim of the study is to examine the impact of workplace culture and structural variations between the public and private sectors on psychological factors such as Workplace FOMO, Organizational Commitment and Perfectionism.

2.2 Research Objectives

- a) To examine the difference in Fear of Missing Out (FOMO) in the workplace between employees of the public and private sectors.
- b) To investigate the differences in the level of Organizational Commitment between employees of the public and private sectors.
- c) To analyze the differences in tendencies of Perfectionism among employees in the public and private sectors.

2.3 Hypotheses

- a) There is a statistically significant difference in the levels of Workplace Fear of Missing Out (WFOMO) between employees in the public and private sectors.
- b) There is a statistically significant difference in the levels of Organizational Commitment between employees in the public and private sectors.
- c) There is a statistically significant differences in the levels of Perfectionism between employees in the public and private sectors.

2.4 Research Design

The study employed comparative cross – sectional design and quantitative data collection to evaluate differences in the Workplace FOMO, Organizational Commitment and Perfectionism among public and

private sector employees. This design enables the identification sector – specific psychological patterns and assessment of the influence of the workplace on employee mental conditions.

2.5 Sampling

A total of 200 participants, divided equally among public and private sector employees ($n = 100$ each sector), aged 20 to 35 years were selected using the combination of Purposive and Snowball Sampling Methods. The sampling strategy aims to ensure the different representation in terms of age, gender, and occupation roles in each sector. The participants must be full – time employees with at least one year of continuous work experience in their current organization to meet the inclusion criteria.

2.6 Variables

Independent Variable: Employment Sector - (Private and Public Sector).

Dependent Variable: Workplace Fear of Missing Out (WFOMO), Organizational Commitment (OC) and Perfectionism.

2.7 Tools

2.7.1 Workplace Fear of Missing Out Scale (WFOMO): The Workplace FOMO was evaluated using the Workplace Fear of Missing Out Scale developed by Christopher J. Budnick, Arielle R. Rogers and Larissa K. Barber in 2020 (Christopher J. Budnick, 202). The instrument consists of 16 elements, each of which is measured on a 5 – point Likert Scale, ranging from “1 – Strongly Disagree to 5 – Strongly Agree”. The scale has excellent internal consistency, and the reliability coefficient is $\alpha = .95$ (Çiçek, 2023).

2.7.2 Organizational Commitment Scale (OC): The Organizational Commitment Scale, developed by Upinder Dhar, Prashant Mishra and D.K. Srivastava (2002), is designed to assess employee’s attitudes towards their organization and their intent to remain a part of it. The scale evaluates two dimensions: concern for the organization and identification with it. It consists of 8 items, each rated on a 5 – point Likert scale. The scale demonstrated acceptable reliability, with a split – half reliability coefficient of 0.6078. Its validity was confirmed through the Index of Reliability establishing its scientific credibility.

2.7.3 The Big Three Perfectionism Scale – Short Form (BTPS – SF): The Big Three Perfectionism Scale (Saklofske, 2016) comprises 45 items and assesses ten dimensions of perfectionism, including narcissistic perfectionism. Participants respond to statements (e.g., “I have a strong need to be perfect”) using a Likert scale ranging from 1 (disagree strongly) to 5 (agree strongly). Preliminary evidence for the internal consistency of the BTPS primary factors ($\alpha = .92$ to $.93$) is documented in (Saklofske, 2016). The Italian version of the BTPS – SF (Annamaria Di Fabio, 2018) was developed, and (Feher, et al., 2019) derived the English BTPS-SF. They maintained a three-factor structure and selected the 16 items with the highest loadings (ranging from 0.43 to 0.83) and minimal or no cross-loadings on other factors. This structure demonstrated the best fit compared to a one-factor structure (Feher, et al., 2019).

3. Statistical Analysis

To examine the data, both parametric and non – parametric statistical methods were applied. First, the data distribution's normality was assessed using the Shapiro – Wilk test. To give an overview of certain variables and demographic information, descriptive statistics including means, standard deviations and frequencies were computed. An Independent Samples T – test was used for data with a normal distribution, and the Mann Whitney U test was used when the normality assumption was not satisfied to compare the levels of Workplace FOMO, Organizational Commitment and Perfectionism between employees in the public and private sectors. Additionally, Spearman's rank – order correlation was employed to examine the relationships between the three psychological factors. Jamovi was used for all the analyses, with a significance level of $p < .05$.

Result

Table 1: Mean and Standard Deviation of Workplace FOMO, Perfectionism and Organizational Commitment among Public and Private Sector

	Employment Nature	WFOMO	Perfectionism	Organizational Commitment
N	Private Sector	100	100	100
	Public Sector	100	100	100
Missing	Private Sector	0	0	0
	Public Sector	0	0	0
Mean	Private Sector	45.8	47.5	28.9
	Public Sector	44.9	46.6	31.5
Standard Deviation	Private Sector	14.3	11.7	5.58
	Public Sector	17.3	14.0	5.44

The mean Workplace Fear of Missing Out (WFOMO) score was slightly higher among private sector employees ($M=45.8$, $SD=14.3$) compared to public sector employees ($M=44.9$, $SD=17.3$), suggesting comparable average experiences of WFOMO across sectors, though variability was greater in the public sector. Perfectionism scores were also marginally higher in the private sector ($M=47.5$, $SD= 11.7$) than in the public sector ($M=46.6$, $SD=14.0$), again indicating slightly greater consistency among private sector responses. However, Organizational Commitment was notably higher in the public sector ($M=31.5$, $SD=5.44$) than the private sector ($M=28.9$, $SD=5.58$), implying stronger employee attachment and loyalty in public organizations.

Table 2: Independent Samples T-Test

		Statistics	p	Mean Difference
WFOMO	Mann – Whitney U	4778	0.587	1.00
Perfectionism	Mann – Whitney U	4876	0.762	2.14e-5
Organizational Commitment	Mann – Whitney U	3594	<.001	-3.00

Note. $H_a: \mu_{\text{Private Sector}} \neq \mu_{\text{Public Sector}}$

The results of the Mann – Whitney U tests revealed no statistically significant difference in Workplace FOMO scores between private and public sector employees, $U=4778$, $p=.587$, with a mean difference of 1.00, suggesting comparable levels of WFOMO across sectors. Similarly, Perfectionism scores did not differ significantly between groups, $U=4876$, $p=.762$, with an almost negligible mean difference of 2.14e-5. However, a statistically significant difference was found in Organizational Commitment, $U=3594$, $p<.001$, with a mean difference of -3.00, indicating higher Organizational Commitment among public sector employees compared to their private sector counterparts. This highlights a sector specific variance in commitment, with no meaningful differences in WFOMO and Perfectionism.

Table 3: Normality Test (Shapiro – Wilk)

	W	P
WFOMO	0.976	0.002
Perfectionism	0.986	0.046
Organizational Commitment	0.983	0.017

Note. A low p-value suggests a violation of the assumption of normality

The results of the Shapiro – Wilk normality test indicate that the distribution of all three psychological variables significantly deviates from normality. Workplace Fear of Missing Out (WFOMO) yielded a W value of 0.976, $p=.002$, suggesting a statistically significant departure from a normal distribution. Similarly, Perfectionism showed a W value of 0.986, $p=.046$, and Organizational Commitment recorded a W value of 0.983, $p=.017$ – both also statistically significant. Since all p – values are less than .05, the null hypothesis of normality is rejected for each variable. These findings justify, the use of non – parametric tests (such as Mann – Whitney U test and Spearman’s correlation) for further inferential analysis.

Table 4: Group Descriptives

	Group	N	Mean	Median	SD	SE
WFOMO	Private Sector	100	45.8	45.0	14.31	1.431
	Public Sector	100	44.9	45.5	17.35	1.735
Perfectionism	Private Sector	100	47.5	48.0	11.74	1.174
	Public Sector	100	46.6	48.0	14.02	1.402
Organizational Commitment	Private Sector	100	28.9	29.0	5.58	0.558
	Public Sector	100	31.5	32.0	5.44	0.544

The mean score for Workplace Fear of Missing Out (WFOMO) was slightly higher in the private sector (M=45.80, SD=14.31) comparable to the public sector (M=44.90, SD=17.35), indicating comparable experiences of WFOMO across both groups, with greater variability in the public sector. For Perfectionism, private sector employees also showed a slightly higher mean (M=47.50, SD=11.74) than public sector employees (M=46.60, SD=14.02), though both groups shared an identical median, suggesting symmetry in the distribution. Organizational Commitment (OC) was higher in the public sector (M=31.50, SD=5.44) compared to the private sector (M=28.90, SD=5.58), indicating stronger commitment levels in public sector employees.

Table 5: Correlation Matrix

		WFOMO	Perfectionism	Organizational Commitment
WFOMO	Spearman's rho	-	-	-
Perfectionism	Spearman's rho	0.441***	-	-
Organizational Commitment	Spearman's rho	0.108	0.111	-

Note. H_a is a positive correlation

Note. * $p < .005$, ** $p < 0.1$, *** $p < .001$, one-tailed

The Spearman's rank – order correlation analysis revealed a moderate positive correlation between Workplace FOMO and Perfectionism ($p = .441$, $p < .001$), indicating that higher levels of workplace related fear of missing out are associated with increased tendencies towards perfectionist behavior. However, the correlation between Workplace FOMO and Organizational Commitment was weak and not statistically significant ($p = .108$, $p > .05$), suggesting a negligible relationship between these variables. Similarly, the relationship between Perfectionism and Organizational Commitment was also weak and non – significant (p

= .111, $p > .05$). These findings suggest that while Workplace FOMO and Perfectionism may co – occur, they do not strongly influence employee’s commitment to their organizations.

3.1 Discussion

The current research aimed to bridge a significant gap by examining the impact of sector – specific workplace settings – i.e., the public and private sectors – on psychological constructs like Workplace Fear of Missing Out (WFOMO), Organizational Commitment (OC), and Perfectionism. Although current research has been ready to discover these constructs in isolation, there has been sparse empirical research that has comparatively investigated their interrelations across different organizational cultures. With growing digitalization of work and blurring of work – life boundaries, it has become essential to revisit the impact of modern workplace settings on employees’ mental well – being. This primary research, employing a comparative cross – sectional design, aimed to present empirical evidence by comparing the examining responses of 200 full – time employees from the two sectors using valid and reliable scales. The results did not find statistically significant differences between the two sectors in WFOMO and Perfectionism but did find a significant difference in Organizational Commitment, which was significantly higher among public sector employees.

The discovery that WFOMO levels were equal for public and private sector workers is consistent with previous research. Such research asserts that constant communication and virtual interactions are typical causes of this effect. As (Elizabeth Marsh, 2024) argues, the “always – on” nature of information and communication technologies (ICT) makes employees desire to stay updated regardless of the nature of the industry they work in. (Reimann, 2023) also argues that common use of ICT results in WFOMO in various work environments, and therefore, the nature of the organization does not matter. This could be the reason why both sectors had equal WFOMO scores, implying that digital stress impacts all forms of work equally.

The same trend was also seen in the case of Perfectionism, where no differences were notes between sectors. Although the competitive culture of private sector workplaces is generally thought to promote perfectionistic tendencies, it is interesting to note that public sector employees may also have perfectionist standards because of the inherent procedural stringency and bureaucratic requirements (Parker, 2001). In addition, (Saklofske, 2018) clarify that perfectionistic may emerge differently in different settings, but they are not necessarily more prevalent in one sector than the other. This would suggest that perfectionism may be more influenced by individual differences and role – related expected responsibilities than by sector – related cultures only.

Nonetheless, the statistically significant difference noted in Organizational Commitment, distinguished by greater levels among public sector workers, is consistent with prior research associating job security and future employment opportunities with increased commitment. (Todorović, 2024) confirmed that public sector workers report greater affective commitment due to perceived organizational stability and

congruence with missions aimed at service. Such factors are potentially able to inspire a sense of belonging and long – term commitment towards the organization. On the other hand, the private sector focus on performance monitoring and flexible working policies could disempower feelings of loyalty and attachment. Furthermore, (Allen, 1991) three – component model of organizational commitment provides evidence to support the argument that job security and perceived support are central in fostering commitment, both of which are more likely to be stronger in public institutions.

The correlation analysis also supports this discussion since it reports a moderate, positive correlation between WFOMO and Perfectionism. This suggests that individuals who express higher levels of fear about missing work – related information or opportunities are more likely to behave in a perfectionistic manner. These findings are consistent with those of (Kovari, 2023) identified working styles, such as “be perfect” and “please people”, correlate with Workplace FOMO factors. The correlation could be a cognitive – behavioral trend in which fear of exclusion results in excessive striving and self – imposed standards. The lack of a significant correlation between either WFOMO or Perfectionism and Organizational Commitment, however, suggests that while these measures co – occur, these measures do not necessarily influence employees’ feelings of loyalty or identification with their organization.

The findings of the current study are critical to understand the psychological consequences associated with the changing work context and underscore the necessity for sector – specific, tailored mental health interventions. Although employees in the public sector can gain from their comparatively higher organizational commitment, they are not exempt from the stressors emanating from digital pressures and perfectionism. Likewise, private sector organizations must address the underlying psychological issues without inferring a one – size – fits – all approach. As the work world keep on changing, the intersection of policy on empathy, initiative on digital well – being, and adaptive performance measures become critical. The study contributes to the increasing debate by highlighting the contextual interaction between sectoral cultures and psychological experiences, suggesting more customized interventions that foster employee well – being and organizational sustainability.

4. Conclusion

The research highlights the pressing need to explore how changing work environment conditions intersect with employee psychology behind surface variations between industries. While existing research has analyzed Workplace FOMO, Perfectionism and Organizational Commitment in relative isolation, this research points to the underlying intersection of these constructs in contemporary organizational cultures. The results indicate that the digital pressures of work and perfectionistic expectations are becoming ubiquitous experiences in public and private sector settings. However, the relatively much higher levels of organizational commitment in the public sector reveal that structural and cultural factors such as job security and mission congruence continue to play a major role in shaping the commitment of employees. This paradox highlights

the need for context – based psychological models over homogenized well – being policies. As organizations continue to grapple with the pitfalls of hyper – connectivity and performance cultures, the psychological well – being of employees must be addressed through sector – sensitive interventions. Managing digital fatigue, minimizing perfectionistic expectations, and the development of authentic commitment necessitates a move from generalized organizational practices to adaptive, empathy-based responses. In bridging the research gap, this research calls for more nuanced understanding of how work environment conditions affect mental health outcomes, leading to policy formulation for individual and organizational sustainability.

4.1 Limitations and Future Implications of the Research

Despite the informative contributions provided, the research possesses some limitations. The cross – sectional nature restricts the potential to ascertain causal relationships between sectoral employment and psychological constructs, thereby restricting the knowledge about how these variables change over time. Moreover, dependence on self – report measures increase the likelihood of response bias, especially in constructs such as Perfectionism and Organizational Commitment, where social desirability might affect the validity of responses. Although sample size is adequate, it was confined to full – time employees in urban areas, which might result in the exclusion of contract workers, telecommuters, or those based in semi – urban or rural areas. Future research should utilize longitudinal designs and mixed – methods studies to capture the dynamic and contextual complexities prevalent for the psychological phenomena accurately. Expanding the participant group to encompass various forms of employment and sectors can facilitate generalizability of the findings. Further, investigation of moderating variables such as organizational culture, leadership style, and individual coping strategies might yield richer understanding on how sectoral contexts affect psychological well – being. Such extensions would enable the development of more targeted and evidence – based organizational interventions. While the nature of work continues to change, future research must remain sensitive to emergent psychological stressors and resilience factors within increasingly digitized and performance – driven work environments.

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