

The Role of Workplace Fear of Missing Out and Perceived Supervisor Support on the Relationship between Work-related Basic Need Satisfaction and Job Burnout

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Abstract

Job burnout profoundly impacts both employee well-being and organizational effectiveness. This study explores the dynamic interplay among job-related basic need satisfaction, job burnout, Fear of Missing Out (FoMO), and Perceived Supervisor Support. Drawing from self-determination theory and social support literature, it posits that job-related basic need fulfillment inversely correlates with job burnout, with FoMO and Perceived Supervisor Support mediating this relationship. 391 employees across diverse industries participated in this cross-sectional study, completing assessments on job-related basic need satisfaction, FoMO, Perceived Supervisor Support, and job burnout. Utilizing multiple regression and mediation analyses, the study confirmed its hypotheses. Results indicated that meeting basic work-related needs significantly predicted lower job burnout. Furthermore, both FoMO and Perceived Supervisor Support merged as mediators between job-related basic need satisfaction and job burnout. These findings underscore the significance of addressing employees' fundamental psychological needs—autonomy, competence, and relatedness—to mitigate job burnout. Encouraging autonomy among employees holds particular importance in this regard. Moreover, fostering manager support initiatives and cultivating a supportive workplace environment can enhance employee well-being. Acknowledging FoMO's role in this context and addressing social and psychological dimensions in the workplace is crucial. Implementing remedial measures can effectively curb job burnout, ultimately fostering organizational well-being and effective employee management.

Keywords: Employee well-being; fear of missing out (FoMO); job burnout; organizational productivity; perceived supervisor support; work-related basic need satisfaction

INTRODUCTION

Job burnout is a pressing concern in today's workplaces, impacting employees' well-being and organizational effectiveness. Job burnout, which is marked by feelings of exhaustion, cynicism, and inefficacy as identified by Maslach, Schaufeli, and Leiter (2001), presents notable hazards for both employees and employers. Understanding the causes and correlates of burnout is thus a priority area of research. The Basic Psychological Needs Theory (BPNT) suggests that the fulfilment of fundamental psychological needs such as autonomy, competence, and relatedness lead to increased well-being and motivation (Deci & Ryan, 2000). A substantial body of research has demonstrated the inverse relationship between basic need satisfaction and burnout in various occupational contexts (Gagné, 2003; Van den Broeck, Vansteenkiste, De Witte, Soenens & Lens, 2008).

However, the world of work has undergone drastic changes with digital transformation and the rise of new forms of flexible work arrangements. Employees now have unprecedented access to information about their colleagues' activities through communication technologies. This constant connectivity can promote a "fear of missing out," or FoMO, referred to as widespread concern that when not connected to work, compared to others, one may miss out on valuable opportunities (Budnick, Rogers & Barber, 2020). FoMO represents a relatively new phenomenon that warrants examination in relation to established job stress factors. To this day, only a small number of studies have investigated Fear of Missing Out (FoMO) within an organizational context (Alarcon & Lyons, 2011).

Meanwhile, social support from supervisors can mitigate the adverse effects of job demands on employee well-being. Supportive supervision acts as a resource for employees, enabling them to better meet their basic psychological needs (Deci & Ryan, 2000). However, no studies to our knowledge have examined the potential mediating role of perceived supervisor support in the relationships between basic need satisfaction and burnout.

The current study seeks to fill these gaps by examining 1) the association between basic need satisfaction and burnout, 2) the mediating role of FoMO, and 3) the mediating role of perceived supervisor support. Clarifying these relationships could provide insight into the changing nature of job demands in a digital workplace and suggest pathways for

organizations to promote employee wellness under new work models. The expected findings and implications of this research are also discussed.

In this sense the present study aims to address several gaps in the existing literature on job burnout. First, it advances the understanding of how work-related basic need satisfaction influences job burnout. By exploring the mediating roles of workplace FoMO and Perceived Supervisor Support, it offers a more thorough understanding of the psychological processes associated with the development of job burnout.

Second, this study contributes to the growing body of research on workplace FoMO. While FoMO has been studied extensively in the context of social media and personal life, its implications in the workplace remain largely unexplored. This research bridges this gap by investigating how workplace FoMO may contribute to employees' burnout experiences.

Third, this study extends the literature on Perceived Supervisor Support and its role in mitigating job burnout. Perceived Supervisor Support has been identified as a significant predictor of employee well-being. This study enriches this area by examining its potential buffering effect against job burnout, shedding light on the importance of supervisor-employee relationships in fostering employee resilience.

Taking into account these gaps in the literature, it is expected that this study will contribute significantly to the existing body of knowledge. Furthermore, the findings are anticipated to offer valuable insights into HR practices within organizations, with practical implications for managers.

Within the scope of the research, Work-related Basic Need Satisfaction is taken as the independent variable and Job Burnout is considered as the dependent variable while Workplace FoMO and Perceived Supervisor Support are taken as mediator variables. The following model illustrates these relationships. (Figure 1)

Therefore, based on the literature review, the following hypotheses are developed.

H1. Work-related Basic Need Satisfaction has a significant and negative impact on Job Burnout

H2. Work-related Basic Need Satisfaction has a significant and negative impact on Workplace Fear of Missing Out

H3. Workplace Fear of Missing Out has a significant and positive impact on Job Burnout

H4. Work-related Basic Need Satisfaction has a significant and positive impact on Perceived Supervisor Support

H5. Perceived Supervisor Support has a significant and negative impact on Job Burnout

H6. Workplace Fear of Missing Out and Perceived Supervisor Support have parallel mediation effects on the relationship between Work-related Basic Need Satisfaction and Job Burnout

RESULTS

The research's test group comprises white-collar workers from various industries in Turkey. Therefore, the study focuses on individuals as the unit of analysis. Due to the vast scope of the study area, accessing the entire population might pose challenges in terms of cost and time. To address this, the research employed convenience sampling with the aim of achieving a 95% confidence level for the sample.

An online survey link was distributed among 445 employees during the period from March 4, 2023, to May 5, 2023. A total of 397 completed surveys were obtained. However, after scrutiny, six questionnaires were identified to contain incomplete or conflicting information, leading to the exclusion of these participants from the research. Consequently, the final sample size for the study comprised 391 employees.

The questionnaire used as the data collection method consists of six parts namely Demographics, working models (remote, hybrid, Office), Workplace FoMO Scale (İşcan, 2002), Job Burnout Scale (Ergin, 1992), and Perceived Supervisor Support Scale (Giray&Şahin, 2012).

The findings indicate a nearly equal distribution of participants, with 48,6% (190 individuals) identifying as female and 51,4% (201 individuals) as male. Analysis of age groups revealed significant percentages in the 31-40 (46,3%) and 41-50 (28,6%) brackets. Regarding education, the majority of respondents possessed a bachelor's degree, comprising 57% of the total.

Regarding work experience within their current organization, 37,9% of respondents reported having between 1 and 3 years of experience. Examining total work experience, the data showed that 38,9% of participants had over 15 years of experience, with another significant proportion having 9-15 years of experience (32,2%).

Participants' positions at work were categorized into five groups. The largest segment comprised technical experts (17,1%), closely followed by senior managers (16,6%).

When the working modes of the participants were examined, it was seen that the majority of them, 57,8%, works in a hybrid model, 36,1% of those works entirely in the office, and a smaller group of 6,1% works entirely remotely.

Work-Related Basic Need Satisfaction Scale Factor Analysis

In the initial analysis, the Work-Related Basic Need Satisfaction Scale was subjected to a factor analysis using varimax rotation with 9 items. The Kaiser Meyer-Olkin Measure (KMO) of Sampling Adequacy was calculated as 0,742, indicating adequate sampling adequacy for continuing the factor analysis. Furthermore, the Bartlett Sphere test yielded a significance value of 0,000, signifying a meaningful relationship among the items.

Examining the Total Variance Explained table revealed that the scale was structured into four factors, as indicated by the eigenvalues of these four factors exceeding 1,000. Collectively, these four factors accounted for a cumulative explanation of 65,824% of the total variance.

An overall assessment of the items and their contributions to the dataset's internal consistency was conducted using Cronbach's alpha coefficients and coefficients when items were deleted. The internal consistency coefficient for the 9-item scale was determined to be $\alpha = 0,705$, indicating reliability. This score suggests a robust internal consistency among the items within the scale.

It was also determined that removing Item 7 would increase the internal consistency to $\alpha = 0,718$. In addition, when factor analysis was carried out, it was seen that one factor consisted of only one item and that was Item 7. For this reason, item 7 was removed. Factor analysis was repeated on the remaining 8 items and it was seen that the scale was divided into 3 factors (KMO = 0,756; df = 28; p = 0,000). The three-factor structure of the scale

explains 67,366% of the variance. The Cronbach Alpha of the scale was calculated as 0,718.

The factor analysis results are in line with Uri's (2018) original analysis. Work-Related Basic Need Satisfaction is a structure consisting of three factors. The first factor is called the “need for autonomy” (3 items). The second factor is called “need for competence” (3 items). The third factor is called “need for relatedness” (2 items). The results obtained are presented in Table 3.

Job Burnout Scale Factor Analysis

The analysis of the 22-item scale involved assessing the internal consistency using Cronbach's alpha coefficients and item deletion diagnostics. Initially, the scale demonstrated reliable internal consistency, yielding a Cronbach's alpha of $\alpha = 0.890$.

During the factor analysis employing varimax rotation, the Kaiser Meyer-Olkin Measure (KMO) of Sampling Adequacy was computed as 0,903, indicating highly adequate sampling adequacy surpassing the threshold of 0,80, supporting the continuation of the factor analysis. Additionally, the Bartlett Sphere test produced a significance value of 0,000, showing a significant relationship among the items.

Analysis of the Total Variance Explained table uncovered a division of the scale into four factors, identified by eigenvalues exceeding 1,000 for these factors. These four factors collectively accounted for 53.93% of the total variance. Items 4,5,7,14,15,16,17,18,21 and 22 were removed successively due to low factor loadings or due to the reason of loading more than one factor. Following the removal of these items, factor analysis was re-conducted on the remaining 11 items, revealing a three-factor structure (KMO = 0,890; $df = 66$; $p = 0,000$), explaining 66,972% of the variance. The resulting Cronbach's Alpha for this revised scale remained at 0,890.

These outcomes align with Ergin's (1992) original analysis, confirming the Job Burnout scale's three-factor structure: “Emotional Exhaustion” (7 items), “Reduced Personal Accomplishment” (3 items), and “Depersonalization” (2 items). Table 4 provides a comprehensive display of the obtained results from the factor analysis.

Workplace FOMO Scale Factor Analysis

The Workplace FOMO Scale was subjected to factor analysis involving 10 items using varimax rotation. The KMO Measure of Sampling Adequacy calculated at 0,918 was accepted as highly adequate to support the continuation of the factor analysis. Furthermore, the Bartlett Sphere test displayed a significance value of 0,000, indicating a meaningful relationship among the items.

Examining the Total Variance Explained table revealed that the scale was comprised of two factors, evidenced by two factors' eigenvalue exceeding 1,000. Since all factor loadings were above 0,600 and 2 factors loaded properly, there was no need to remove items. These two factors collectively accounted for 62,085% of the total variance.

Additionally, the internal consistency of the 10-item scale was assessed using Cronbach's alpha coefficients, resulting in an $\alpha = 0,932$, indicating a high level of reliability. The detailed findings are presented in Table 5.

These findings are consistent with Özdemir's (2020) initial analysis, affirming the two-factor structure of the Workplace FOMO scale: " Informational Exclusion " (5 items), and " Relational Exclusion " (5 items).

Perceived Supervisor Support Scale Factor Analysis

In the initial analysis, the Perceived Supervisor Support was subjected to factor analysis with varimax rotation using 11 items. The Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy was computed at 0,949, indicating highly adequate sampling adequacy (above the threshold of 0,800) for continuing the factor analysis. Moreover, the Bartlett Sphere test showed a significance value of 0,000, confirming a significant relationship among the items.

Analysis of the Total Variance Explained table revealed that the scale demonstrated a single-factor structure, with only one factor's eigenvalue exceeding 1,000. This factor accounted for 72,076% of the total variance.

As the Perceived Supervisor Support Scale appeared to be a unidimensional construct with a single factor, a rotated component matrix wasn't computed during the analysis.

Furthermore, the internal consistency of the 11-item scale was assessed using Cronbach's alpha coefficients, resulting in an $\alpha = 0,961$, signifying a high level of reliability. The detailed results are presented in Table 6.

Hypothesis Testing

Correlations Between Work-Related Basic Need Satisfaction and Job Burnout

Table 7 illustrates a significant but moderate negative correlation between Work-Related Basic Need Satisfaction and Job Burnout (-0,478). Moreover, the sub-dimensions within Work-Related Basic Need Satisfaction exhibit negative and significant associations with the sub-dimensions of Job Burnout. Specifically, Need for Autonomy shows a negative yet moderate correlation with Emotional Exhaustion (-0,483), a weak negative correlation with Reduced Personal Accomplishment (-0,332), and a similar moderate negative correlation with Depersonalization (-0,460). Similarly, Need for Competence demonstrates a weak negative correlation with Emotional Exhaustion (-0,131), a weak negative correlation with Reduced Personal Accomplishment (-0,133), and a similar moderate negative correlation with Depersonalization (-0,481). Lastly, need for relatedness demonstrates a weak negative correlation with Emotional Exhaustion (-0,236), and a weak negative correlation with Reduced Personal Accomplishment (-0,126), and again a weak negative correlation with Reduced Personal Accomplishment (-0,179).

Correlations Between Work-Related Basic Need Satisfaction and Workplace FOMO

Table 8 displays a notable yet weak negative correlation between Work-Related Basic Need Satisfaction and Workplace FOMO (-0,432). Additionally, the sub-dimensions within Work-Related Basic Need Satisfaction reveal negative and significant associations with the sub-dimensions of Workplace FOMO. Specifically, the Need for Autonomy demonstrates a weak negative correlation with Informational Exclusion (-0,206) and Relational Exclusion (-0,218). Similarly, the Need for Competence exhibits a weak negative correlation with Informational Exclusion (-0,136) and Relational Exclusion (-0,146).

Correlations Between Work-Related Basic Need Satisfaction and Perceived Supervisor Support

Table 9 shows a significant but weak positive correlation between Work-Related Basic Need Satisfaction and Perceived Supervisor Support (0,290). Moreover, the sub-dimensions within Work-Related Basic Need Satisfaction exhibit positive and significant associations with Perceived Supervisor Support. Specifically, Need for Autonomy shows

a positive yet weak correlation with Perceived Supervisor Support (0,269). Similarly, Need for Competence demonstrates a weak positive correlation with Perceived Supervisor Support (0,121). Lastly, the Need for relatedness demonstrates a weak positive correlation with Perceived Supervisor Support (0,263).

Correlations Between Job Burnout and Workplace FOMO

Table 10 displays a notable yet weak positive correlation between Job Burnout and Workplace FOMO (0,236). Additionally, the sub-dimensions within Job Burnout reveal positive and significant associations with the sub-dimensions of Workplace FOMO. Specifically, Emotional Exhaustion demonstrates a weak positive correlation with Informational Exclusion (0,202) and Relational Exclusion (0,188). Similarly, Reduced Personal Accomplishment exhibits a weak positive correlation with Informational Exclusion (-0,139) and Relational Exclusion (0,157). Depersonalization demonstrates a weak positive correlation with Informational Exclusion (0,166) and Relational Exclusion (0,157). Lastly, Reduced Personal Accomplishment demonstrates a weak positive correlation with Informational Exclusion (0,182) and Relational Exclusion (0,176).

Correlations Between Job Burnout and Perceived Supervisor Support Table 11 shows a significant but moderate negative correlation between Job Burnout and Perceived Supervisor Support (-0,428). Moreover, the sub-dimensions within Job Burnout exhibit negative and significant associations with Perceived Supervisor Support. Specifically, Emotional Exhaustion shows a negative yet moderate correlation with Perceived Supervisor Support (-0,454). Similarly, Reduced Personal Accomplishment demonstrates a weak negative correlation with Perceived Supervisor Support (-0,116). Depersonalization demonstrates a weak negative correlation with Perceived Supervisor Support (-0,294).

Regression Analysis

Regression analysis serves as a tool to assess the relationship between independent and dependent variables.

Regression Analysis for the contribution of Work-related basic need satisfaction on Job burnout

In order to test the **H1** (Work-related basic need satisfaction has a significant and negative impact on Job Burnout), regression analysis was conducted for Work Related Basic Need Satisfaction on Job Burnout.

Table 12 shows that, work-related basic need satisfaction revealed 23% of the Job Burnout ($\beta=-0,478$; $p<0,05$). **Accordingly, H1 was accepted.**

Regression Analysis for the contribution of Work-related basic need satisfaction on Workplace FoMO

In order to test the **H2** (Work-related basic need satisfaction has a significant and negative impact on Workplace FoMO), regression analysis was conducted for Work Related Basic Need Satisfaction on Workplace FoMO.

Table 13 shows that, work-related basic need satisfaction revealed 4,4% of the Workplace FoMO ($\beta=-0,370$; $p<0,05$). **Accordingly, H2 was supported.**

Regression Analysis for the parallel mediating role of Workplace FoMO and Perceived Supervisor Support on the relationship between Work-related basic need satisfaction on Job burnout

H6. Workplace Fear of Missing Out and Perceived Supervisor Support have parallel mediation effect on the relationship between Work-related Basic Need Satisfaction and Job Burnout

In order to test H6 multiple regression analysis was performed.

Baron and Kenny's model (1986) outlines a three-step process to comprehend such mediation effects as illustrated in Figure 3. The initial step involves scrutinizing the link between the independent and dependent variables (path c). Subsequently, the second step entails examining whether the independent variable relates to its mediator (path a). Lastly, the third step encompasses assessing whether the supposed mediator relates to the dependent variable (path b).

To establish a mediating effect, the mediator variable must demonstrate a significant effect on the dependent variable while considering the influence of the independent variable and the hypothesized mediator. If path c' lacks significance in the presence of the mediation variable ($a * b$), this signifies full mediation. However, if c' remains significant but holds diminished explanatory value in the presence of the mediating variable, this signifies partial mediation.

In this study, a parallel mediation effect has been hypothesized. Multiple parallel mediator variables indicate the existence of two or more mediators connecting one or multiple X variables to Y (Chan et al., 2022, p. 467). Although these mediator variables are not entirely causally independent due to a shared common cause, they are ideally expected to display moderately strong relationships (Koschate-Fischer & Schwille, 2018, p. 15). In models with parallel multiple mediation, as illustrated in Figure 4, each specific indirect effect, such as a_1*b_1 , is referred to as a distinct indirect effect. The total indirect effect comprises the sum of these specific indirect effects. The direct effect (c') delineates the remaining impact of X on Y while considering the total indirect effect. Lastly, the total effect (c) is the sum of the direct effect (c') and the collective indirect effects of M1 and M2 ($a_1*b_1 + a_2*b_2$). In essence, the total effect encompasses both the direct effect and the cumulative impact of all indirect effects (Koschate-Fischer & Schwille, 2018, p. 16; Nitzl et al., 2016, p. 1859).

The hypothesis was initially tested using the multiple regression model proposed by Baron and Kenny (1986) and subsequently validated using Hayes' Model 4 approach. To collectively assess the mediating roles of "Workplace FOMO" and "Perceived Supervisor Support" variables, a three-step multiple regression analysis was conducted.

In the first step, the effect of the independent variable, "Work-related basic need satisfaction," on the dependent variable was examined. Table 17 demonstrates the significance of this relationship. As can be seen in Table 17, Work Related Basic Need Satisfaction explained 23% of Job Burnout. Work Related Basic Need Satisfaction decreases Job Burnout ($\beta = -0,478$; $p < 0,05$).

Moving to the second step, the relationships between the independent variable "Work-related basic need satisfaction" and mediator variables "Workplace FOMO" and "Perceived Supervisor Support" were explored. Table 17 illustrates the significance of these relationships. As can be seen in Table 17 "Work-related basic need satisfaction" explained 4% of "Workplace FOMO" ($\beta = -0,211$; $p < 0,05$). Similarly, "Work-related basic need satisfaction" explained 8,4% of "Perceived Supervisor Support" ($\beta = 0,290$; $p < 0,05$).

Finally, as the third and concluding step, a regression analysis was conducted to determine whether the combined effect of the independent and mediator variables on "job burnout" was significant. Upon reviewing the results, it is observed that while the

significant impact of "Work-related basic need satisfaction" on Job Burnout remains intact when mediator variables are introduced, it diminishes slightly. This suggests a partial mediation effect, indicating that the variables "Workplace FOMO" and "Perceived Supervisor Support" in this model do not have a complete mediating effect but rather a partial one. Mathematical operations within the model proposed by Baron and Kenny (1986) confirm this partial mediation effect as well.

$$c = c' + (a1 * b1) + (a2 * b2): -0,461 + (-0,370 * 0,106) + (0,500 * -0,238) = -0,620$$

The same analysis was repeated with the Hayes 4 Model.

Table 18 shows that there is a statistical evidence of significant and negative relationship between Work-Related Basic Need Satisfaction and Workplace FOMO (a1), significant and positive relationship between Workplace FOMO and Job Burnout (a1.b1), a significant and negative relationship between Work-Related Basic Need Satisfaction and Perceived Supervisor Support (a2), significant and positive relationship between Perceived Supervisor Support --> Job Burnout (a2.b2) and significant and negative relationship between Work-Related Basic Need Satisfaction and Job Burnout (c') as the p-value of the interaction among the variables is lower than 0,05.

Table 19 displays the indirect effect assessed through non-parametric bootstrapping. If the effect falls within the lower and upper limits of the 95% confidence interval and doesn't include zero, it shows a significant indirect effect. Conversely, if it falls outside this interval, it implies an insignificant indirect effect.

The findings reveal statistically significant indirect effects of Work-Related Basic Need Satisfaction on Job Burnout mediated by Workplace FOMO and Perceived Supervisor Support, suggesting a positive predictive relationship between these variables (IE-fomo = -0,039, 95% CI = -0,063 to -0,010, IE-pss=-0,109, 95% CI=-0,075 to -0,013). Moreover, both the direct effect (DE = -0,461, 95% CI = -0,349 to -0,356) and total effect (TE = -0,620, 95% CI = -0,734 to -0,507) are significant.

This indicates a partial mediation of "Workplace FOMO" and "Perceived Supervisor Support" between the independent and dependent variables, as the relationship between "Work-related basic need satisfaction" on Job Burnout remains significant. Therefore, **H6** was supported.

Structural Equation Modelling

Advancements in statistical analysis methods and computer technology have empowered social scientists to employ second-generation multivariate methodologies, facilitating the establishment of intricate connections among study variables. This progress has notably surpassed the constraints previously encountered in first-generation bi- and univariate analyses (Hair et al., 2017). The Partial Least Squares Structural Equation Modelling (PLS-SEM) technique stands as a nonparametric approach within the SEM domain, integrating factor analysis alongside regression analysis. This method comprises two integral components: the scale model, which operates as the external model, and the structural model, functioning as the internal model. Within this framework, the scale model plays a pivotal role in ascertaining the measurement attributes of each latent variable.

In this study, structural equation modelling was used to understand the relationship between variables and discover possible new relationships. In this process, which was carried out with the Smart PLS program, the model fit (Figure 5) was first analyzed and further analyzes were carried out. Factor analysis was performed, and some items were deleted due to loading on more than one factor and low loading. Then, hypothesis tests were carried out.

Table 20 displays the effects assessed through non-parametric bootstrapping. If the effect falls within the lower and upper limits of the 95% confidence interval and doesn't include zero, it shows a significant effect. Conversely, if it falls outside this interval, it implies an insignificant effect. The findings reveal statistically significant negative effect of Work-Related Basic Need Satisfaction on Job Burnout (PC = -0,566, CI = -0,656 to -0,475, $p < 0,05$), significant negative effect of Work-Related Basic Need Satisfaction on Workplace FoMO (PC = -0,214, CI = -0,325 to -0,101, $p < 0,05$), significant positive effect of Workplace FoMO on Job Burnout (PC = 0,136, CI = 0,037 to 0,222, $p < 0,05$), significant positive effect of Work-Related Basic Need Satisfaction on Perceived Supervisor Support (PC = 0,269, CI = 0,167 to 0,377, $p < 0,05$), and significant negative effect of Perceived Supervisor Support on Job Burnout (PC = -0,237, CI = -0,376 to -0,099, $p < 0,05$). Therefore, **H1**, **H2**, **H3**, **H4** and **H5** were supported in line with SPSS analyses results.

Moreover, Table 21 displays the mediating effect of Workplace FoMO (PC = -0,032, CI = -0,376 to -0,033, $p < 0,05$), and Perceived Supervisor Support (PC = -0,096, CI

= -0,148 to -0,058, $p < 0,05$) in the relationship between Work-Related Basic Need Satisfaction and Job Burnout. Therefore, **H6** were supported as well.

In addition, as an advantage of the Smart PLS program, when the relationships between the variables are examined in detail, the mediating effect of the relational exclusion sub-dimension of FoMO in the relationship between autonomy, which is the sub-dimension of basic need satisfaction, and the emotional exhaustion sub-dimension of workplace burnout, and in parallel, the mediating effect of perceived manager support in the same relationship emerged as a striking point (Table 22). This relationship shows that meeting the need for autonomy at work reduces relational exclusion, which in turn reduces emotional burnout. Similarly, it also shows that meeting the need for autonomy at work increases perceived supervisor support, which in turn reduces emotional burnout (Figure 6)

Differentiation of Variables

Differentiation of Variables According to Gender

T Test Results – Gender

Looking at the analysis made with the t-test (Table 23), there is no statistically significant difference in any variable according to gender ($P > 0,05$). There is no significant difference in the mean scores of the participants depending on whether they are male or female.

Differentiation of Variables According to Age

One-Way ANOVA Test Results – Age

Table 24 indicates that age significantly influences work-related basic need satisfaction and perceived supervisor support ($p < 0,05$), but it doesn't have a significant effect on other variables. An analysis of the significant impact of age on work-related basic need satisfaction and perceived supervisor support was conducted using Tukey post hoc tests. The results revealed a difference between age groups: Specifically, for work-related basic need satisfaction, there was a differentiation between the 41-50 age group and the 18-30 age group (0,232). Regarding perceived supervisor support, differences were observed between the 18-30 age group and the 51-60 age group (0,564), as well as between the 31-40 age group and the 51-60 age group (0,622).

Differentiation of Variables According to Education

One-Way ANOVA Test Results – Education

Table 25 shows that there is no statistically significant difference in any variable according to Education level ($P > 0,05$).

Differentiation of Variables According to Tenure

One-Way ANOVA Test Results – Tenure

Table 26 demonstrates that the length of tenure significantly impacts work-related basic need satisfaction and perceived supervisor support ($p < 0,05$). However, it does not exert a notable effect on other variables. To scrutinize the substantial influence of tenure on work-related basic need satisfaction and perceived supervisor support, Tukey post hoc tests were employed for analysis. The outcomes unveiled distinctions among tenure groups. Specifically, in terms of work-related basic need satisfaction, a disparity was noted between the >15 years group and the 1-3 years group (0,261). Regarding perceived supervisor support, distinctions were observed between the 1-3 years group and the 9-15 years group (0,326), along with differences between the 4-8 years group and the 9-15 years group (0,366).

Differentiation of Variables According to Total Work Experience

One-Way ANOVA Test Results – Total Work Experience

Table 27 illustrates that the total duration of work experience significantly affects work-related basic need satisfaction, job burnout, and perceived supervisor support ($p < 0,05$). In examining the notable impact of total work experience on work-related basic need satisfaction, job burnout, and perceived supervisor support, Tukey post hoc tests were employed for analysis. The results uncovered differences among groups categorized by total work experience. Specifically, concerning work-related basic need satisfaction, differences were found between the 9-15 years group and the 1-3 years group (0,317), the >15 years group and the 1-3 years group (0,416), as well as the >15 years group and the 4-8 years group. Regarding job burnout, disparities were observed between the 4-8 years group and the >15 years group (0,227). Concerning perceived supervisor support, distinctions were found between the 9-15 years group and the >15 years group (0,340).

Differentiation of Variables According to Job Title

One-Way ANOVA Test Results – Job Title

Table 28 demonstrates that job titles significantly impact work-related basic need satisfaction and job burnout ($p < 0,05$), whereas they do not notably affect other variables. To scrutinize the substantial influence of job titles on work-related basic need satisfaction and job burnout, Tukey post hoc tests were utilized for analysis. The outcomes revealed differences among groups categorized by job titles. Specifically, concerning work-related basic need satisfaction, distinctions were observed between the Senior Manager group and the Mid-level Manager group (0,339), the Senior Manager group and the Supervisor group (0,407), the Senior Manager group and the Technical Expert group (0,345), as well as the Senior Manager group and the others (0,293). Regarding job burnout, disparities were found between the other group and the Senior Manager group (0,293).

Differentiation of Variables According to working mode

One-Way ANOVA Test Results – Working Mode

Table 29 shows that there is no statistically significant difference in any variable according to Working mode ($P > 0,05$).

DISCUSSION

This research aimed to find out the impact of Work-related basic need satisfaction on Job burnout. It also checked if workplace FoMO and Perceived Supervisor Support show a mediating role in this relationship.

The primary goal was to investigate the relationship between Work-related Basic Need Satisfaction and Job Burnout. Work-related Basic Need Satisfaction comprises three dimensions: Need for autonomy, competence, and relatedness, identified in Self-Determination Theory (SDT). These psychological needs are intrinsic motivators crucial for well-being.

The Need for autonomy involves a desire for freedom and choice in actions, free from external pressure. The need for competence refers to the desire for effectiveness and capability in handling tasks. The need for relatedness reflects the desire to connect, belong, and find support and intimacy in relationships.

Job Burnout, the study's dependent variable, consists of three dimensions: Emotional exhaustion, depersonalization (cynicism), and a lack of personal accomplishment. Emotional exhaustion signifies a depletion of emotional resources due to workplace demands, leading to fatigue. Cynicism is an indifferent response towards others as a coping mechanism, and a lack of personal accomplishment indicates a sense of insufficiency.

While acknowledging the importance of individual dimensions, this study holistically examined Work-related Basic Need Satisfaction and Job Burnout constructs, using SPSS for regression. However, later on, the relationships between the sub-dimensions were also examined using PLS for SEM analysis.

The study supported the hypothesis of a significant negative relationship between Work-related Basic Need Satisfaction and Job Burnout. This finding aligns with similar studies' outcomes (Van den Broeck et al., 2010; Van Horn, Taris, Schaufeli & Schreurs, 2004; Ilardi, Leone, Kasser & Ryan.,1993; Fernet, Guay, Senécal & Austin, 2012; Van den Broeck, et al., 2016; Li et al., 2013; Campbell et al., 2018).

The study's second hypothesis delved into the relationship between Work-related Basic Need Satisfaction and workplace Fear of Missing Out (FoMO), proposing a significant and negative relationship between these constructs. While the independent variable, Work-related Basic Need Satisfaction, remained constant from the first hypothesis, its interaction

with a different dependent variable was explored. The dependent variable, workplace FoMO, encompassed two sub-dimensions: Informational exclusion and relational exclusion, both indicative of social exclusion.

Informational exclusion involves being excluded from important information, leading to limited access to knowledge within a group. Relational exclusion revolves around feelings of being excluded or not fitting in within social relationships or a community, potentially resulting in social exclusion and triggering FoMO.

Similar to hypothesis one, fragmenting individual dimensions of workplace FoMO is crucial. However, as workplace FoMO is a comprehensive construct, the study holistically examined Work-related Basic Need Satisfaction as one construct and workplace FoMO as another, consisting of sub-dimensions in SPSS for regression. However, in the last stage, the relationships between the sub-dimensions were also examined using PLS for SEM analysis.

Hypothesis two, asserting a significant negative relationship between Work-related Basic Need Satisfaction and FoMO, found support, consistent with similar studies. For instance, Przybylski et al. (2013) indicated a connection between FoMO and psychological need satisfaction. Similarly, Elhai et al. (2016) observed a link between low psychological need satisfaction and high FoMO. However, these studies don't directly suggest that fulfilling basic needs diminishes FoMO; instead, they illustrate the relationship between them. While no causation was found indicating reduced FoMO when basic needs are met, fulfilling these needs appears inversely related to FoMO.

The third hypothesis of this research examined the relationship between workplace Fear of Missing Out (FoMO) and job burnout. It asserted a significant and positive relationship between workplace FoMO and job burnout, which received validation. This finding aligns with similar studies' outcomes.

Primarily, it builds upon prior research that identified a positive association between work-related FoMO and job burnout (Budnick et al., 2020). Additionally, it's worth noting that generalized FoMO stemming from various experiences can also contribute to job burnout. It's plausible to suggest that, FoMO might lead to burnout, fostering a sense of disengagement from work and laying the groundwork for employee burnout (Alutaybi & Jiang, 2021; Kim & Lee, 2019; Fridchay & Reizer, 2022; Krannitz et al., 2015).

The fourth hypothesis in this study explored the relationship between work-related basic need satisfaction and perceived supervisor support, positing a positive relationship between these elements. Hypothesis four, which asserted a significant and positive association between work-related basic need satisfaction and perceived supervisor support, was supported. This discovery resonates with similar research outcomes.

These studies delve into the impact of fundamental psychological needs (particularly autonomy, competence, and relatedness) on perceived supervisor support in the workplace. They highlight that meeting these needs in the work environment can lead employees to feel supported and valued by their supervisors (Baard, Deci, & Ryan, 2004; Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008).

The fifth hypothesis of this study investigated the relationship between perceived supervisor support and job burnout, suggesting a positive relationship between these elements. Hypothesis five, which proposed a significant and negative association between perceived supervisor support and job burnout, was supported. This finding aligns with similar research outcomes.

Studies examining the impact of perceived supervisor support on workplace burnout have shown that supportive managerial behavior can diminish employees' levels of emotional exhaustion. Managers fostering a supportive environment enable their employees to better cope with work-related stressors and reduce feelings of burnout (Bakker & Demerouti, 2007; Halbesleben & Bowler, 2007; Heyns, McCallaghan & Wet, 2021).

The final hypothesis delved into the combined role of workplace Fear of Missing Out (FoMO) and perceived supervisor support in the relationship between meeting employees' basic needs at work and the development of job burnout.

Initially, mediation was assessed using SPSS, employing both the Baron and Kenny mediation method and the Hayes process method. The outcomes from the Baron and Kenny mediation test suggested that workplace FoMO and perceived supervisor support partially mediated the relationship between meeting work-related basic need satisfaction and job burnout.

The Hayes process method was then utilized for more in-depth analysis, revealing that both workplace FoMO and perceived supervisor support significantly mediated the relationship between work-related basic need satisfaction and job burnout. Interestingly, while

workplace FoMO demonstrated a significant positive mediating effect, perceived supervisor support exhibited a significant negative mediating effect.

Subsequently, Structural Equation Modelling (SEM) with bootstrapping was employed, showcasing compelling mediating effects. Particularly, it highlighted the role of relational exclusion within FoMO in diminishing emotional burnout through the fulfilment of the autonomy needs at work. Furthermore, it underscored how meeting autonomy needs can enhance perceived supervisor support, subsequently reducing emotional burnout.

It's worth noting that while numerous studies independently examine relationships between variables, this study is one of the rare studies exploring the mediating role of workplace FoMO and perceived supervisor support in the association between meeting basic needs at work and job burnout. The significance lies in revealing these mediating effects, offering implications for managers in shaping job design, enhancing employee motivation, and developing strategies to mitigate FoMO, especially among newer generations, thereby reducing job burnout and enhancing overall workplace performance.

While the hypotheses were supported in this way, how the variables differed according to demographic characteristics was also examined. The data in the current study has been analyzed first using descriptive statistics to provide an overview of the respondents' characteristics. The data revealed an almost equal distribution between female (48.6%) and male (51.4%) participants. Notable percentages were observed in the 31-40 age group (46.3%) and the 41-50 age group (28.6%).

Regarding education, the majority of respondents possessed a bachelor's degree, constituting 57% of the participants. Regarding their tenure in the current organization, around 37.9% reported having 1-3 years of experience. When considering total work experience, 38.9% of the participants had over 15 years of experience, with an additional significant portion having 9-15 years of experience (32.2%).

The participants' roles at work were categorized into five groups, with technical experts forming the largest segment (17.1%), closely followed by senior managers (16.6%).

When examining their work modes, the majority of participants were engaged in a hybrid work model (57.8%), while 36.1% worked entirely from the office, and a smaller percentage of 6.1% worked entirely remotely."

Looking at the analyses conducted, no statistically significant differences were observed in any variable based on gender. There were no significant differences found in average scores based on whether participants identified as male or female.

Regarding the impact of age on variables, it appears that age significantly influences work-related basic needs satisfaction and perceived supervisor support, while not significantly affecting other variables. Particularly in meeting work-related basic needs, there was a distinction between the 41-50 age group and the 18-30 age group. Participants in the 41-50 age group showed higher average satisfaction scores in meeting these needs compared to the 18-30 age group. This significant difference in work-related basic needs satisfaction between the 41-50 and 18-30 age groups suggests that age may influence how employees perceive autonomy, competence, and relatedness needs in the workplace. Different expectations or priorities regarding meeting work-related basic needs might exist among these age groups.

Concerning perceived supervisor support, differences were observed between the 18-30 age group and the 51-60 age group, as well as between the 31-40 age group and the 51-60 age group. However, notably, participants in the 51-60 age group exhibited significantly lower scores in perceived supervisor support. Individuals in this age group might feel less satisfied with managerial support or experience a deficiency in this aspect. This emphasizes the need for specific efforts to better understand the needs of employees in this age group and enhance managerial support. The highest score was observed in the 31-40 age group. Regarding educational level, no statistically significant differences were found in any variable in the study.

Examining the impact of tenure on variables, it was observed that it significantly influences work-related basic needs satisfaction and perceived supervisor support while not significantly affecting other variables.

Particularly in terms of meeting work-related basic needs, a distinction was noted between the group with over 15 years of experience and the group with 1-3 years of experience. Participants working at the same company for over 15 years showed higher scores in basic needs satisfaction than those with 1-3 years of experience. There could be several explanations for this. Greater job experience may increase basic needs satisfaction, suggesting that work experience and organizational commitment might elevate this

satisfaction level. Employees working for over 15 years likely have a deeper understanding of the company's culture, work processes, and environment. This experience could lead to a better understanding of their needs, consequently resulting in a higher satisfaction level. Furthermore, employees with lengthy tenures might be more familiar with the company's values and be more aligned with them. This alignment could make them feel that their basic needs are better fulfilled by the organization, leading to increased satisfaction levels. However, individual experiences may vary, and this trend might not apply universally. Overall, higher job tenure might be associated with higher levels of basic needs satisfaction due to factors like job experience and organizational commitment.

Regarding perceived supervisor support, differences were observed between the 1-3-year group and the 9-15 years group, as well as between the 4-8 years group and the 9-15 years group. However, it was particularly striking that the 9-15-year interval exhibited the lowest average scores in terms of perceived supervisor support. Managers might be more focused on providing support to newer employees, influencing this perception. Alternatively, the autonomy granted at this maturity level might weaken the perception of managerial support.

Nevertheless, this observation might not suffice for generalization, as each situation can vary. Overall, the perceptions of support among employees with a specific tenure might differ, associated with factors like work experience, workplace changes, or personal expectations.

When analyzing variables according to job titles, it was found that job titles significantly influence work-related basic needs satisfaction and job burnout but do not significantly impact other variables.

Particularly regarding work-related basic needs satisfaction, distinctions were observed between Senior Manager and Mid-level Manager, Senior Manager and Supervisor, Senior Manager and Technical Expert, and Senior Manager and others. The analysis revealed that senior managers exhibited the highest levels of autonomy, competence, and relatedness satisfaction. This could be interpreted differently: Senior managers typically have more decision-making authority and can better control their tasks, potentially leading to increased satisfaction in autonomy needs. They may perform their tasks more effectively throughout their careers, contributing to an increased sense of competence. Additionally,

managers tend to have a broader network and more opportunities to establish relationships in the workplace, which could contribute to satisfying relatedness needs. Moreover, senior managers may have more access to resources, aiding in better task execution. These factors collectively might contribute to higher levels of fulfilling autonomy, competence, and relatedness needs among senior managers.

Regarding job burnout, senior managers differed significantly from others, exhibiting lower levels of job burnout. Senior managers generally have more control and decision-making authority in their roles, which could help them manage their tasks more effectively and reduce stress levels. Having a more flexible work schedule could enable a better work-life balance, potentially lowering the likelihood of experiencing job burnout. Senior managers often deal with different and varied job tasks, making their work more exciting and motivating, potentially decreasing job burnout. Additionally, they might have more access to support and resources, which can aid in reducing job stress.

Lastly, the study examined whether there were variations in variables based on work modes (hybrid, fully remote, or fully on-site), but no statistically significant differences were found in any variable based on work mode.

CONCLUSION

The results of this study carry significant theoretical and practical implications. Using self-determination theory as a theoretical framework, an analysis was conducted on the importance of meeting employees' basic psychological needs in the workplace. The research provided support for the basic principles of the theory by highlighting the negative impact of unmet basic needs on job burnout.

Additionally, this study contributes to the relevant literature on the effects of FoMO beyond the social media sphere. It has been shown that FoMO can work as a stressor in the workplace and influence employee job burnout. In conclusion, this research highlighted several critical points in understanding the dynamics between job-related basic need satisfaction, job burnout, workplace Fear of Missing Out (FoMO), and perceived supervisor support.

The main focus was on the significant impact of job-related basic need satisfaction in reducing job burnout among employees. This result once again confirms that organizations that ensure that basic needs such as autonomy, competence and relationship are met in order to protect the well-being of employees and reduce burnout levels can differentiate themselves from their competitors.

Additionally, this study revealed the mediating role of workplace FoMO and perceived supervisor support in this relationship. While meeting basic work-related needs reduces job burnout, an increase in workplace FoMO and a decrease in perceived supervisor support lead to higher levels of burnout.

These findings not only highlight the necessity of meeting basic needs in the workplace but also highlight the importance of organizational support and leadership in mitigating the detrimental effects of workplace FoMO on employee burnout. Understanding these dynamics can help organizations develop strategies to foster a supportive work environment, ensure employee well-being, and reduce the risks of burnout.

Considering the substantial impact of job burnout on both individual and organizational outcomes, it is crucial to comprehend the factors contributing to its emergence and persistence (Leiter and Maslach, 2004). By investigating the interaction between work-related basic need satisfaction, workplace FOMO, and perceived supervisor support, this

study aims to shed light on the psychological mechanisms underlying job burnout in the contemporary work environment.

Understanding the effects of workplace FOMO and perceived manager support is crucial to improving employee well-being and work performance, especially in the new working conditions that have emerged post-pandemic. By examining these variables together with job-related basic need satisfaction, this study supported the understanding of the complex dynamics that contribute to job burnout.

As a specific area of interest in the research results, it has been revealed that the autonomy provided to employees in the workplace can reduce emotional burnout, and this is mediated negatively by relational exclusion and positively by perceived supervisor support. This result reveals very important implications for managers. First of all, in line with job design theory, providing autonomy in how jobs are structured and organized and how employees do their jobs can be used to reduce burnout in workplaces and affect productivity, satisfaction and performance. In addition, investigating the reasons for the fear of missing out on relational developments in the workplace, developing policies that can control this fear, and adjusting working style and communication techniques to handle this anxiety can reduce emotional burnout. On the other hand, since employees' thinking and feeling that they are supported by their managers will reduce emotional burnout, it will be extremely important for managers to discover actions that will make them feel this support more and to customize communication methods according to the situation and person to reduce emotional burnout and improve job performance.

Consequently, the findings of this research will provide valuable information to organizations seeking to develop evidence-based strategies to reduce job burnout and improve employee well-being. It will inform management practices by highlighting the importance of fostering supportive manager-employee relationships and addressing potential sources of workplace FoMO.

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