THE CONSEQUENCES OF WORKPLACE ROMANCE IN ORGANIZATIONS

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THE CONSEQUENCES OF WORKPLACE ROMANCE IN ORGANIZATIONS

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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by **Maysoon Jehad Said SHEHADEH** titled "**The Consequences of Workplace Romance in Organizations**" is fully adequate in scope and in quality as a thesis for the degree of Master of Arts.

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The degree of Master of Arts by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

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DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

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Signature :

FOREWORD

First of all I would like to gift this succsess to my grandfather’s soul Said Shehadeh.

Without the direction of Assoc. Prof. Dr. Ozan BUYUKYILMAZ, my tesis supervisor, this project would not be complete. His interest and enthusiasm for this thissis has been constant. I applaud his encouragement, responsiveness, and stamina. The insight and experience he brought made those "hard parts" seem a lot easier. I am fortunate to have had the opportunity to work with him, and really appreciate the hardwork and dedication he continually put forth

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ABSTRACT

The research has focused workplace romance that experienced in organizations and the consequences of the workplace romance perceived by the employees. The purpose of the research is to determine the effect of workplace romance on employees' job satisfaction, job involvement and job performance. In addition to main purpose, it was examined whether there are differences in perceived workplace romance according to demographic variables. The data used in the study is obtained through a questionnaire from 581 employees working in different organizations in Jordan. The effect of workplace romance on job satisfaction, job involvement and job performance were assessed using multiple regression analyses. Multiple t-tests or analysis of variance (ANOVA) were used to assess the impact of demographic variables on workplace romance.

As a result of the research, it has been determined that employees' positive perception of workplace romance has a positive effect on both job satisfaction, job involvement and job performance. Besides, it has been determined that the workplace romance perception of employees differs according to education, marital status, size of organization and whether currently involved in workplace romance.

Keywords: Workplace Romance, Romantic Relationships in Organizations, Job Satisfaction, Job Involvement, Job Performance.

ÖZ (ABSTRACT IN TURKISH)

Bu çalışma, örgütlerde deneyimlenen işyeri romantizmine ve çalışanların işyeri romantzmi algısının örgütsel sonuçlarına odaklanmaktkadır. Çalışmanın amacı, işyeri romantizminin çalışanların iş tatmini, işe bağlılık ve iş performansı üzerindeki etkisini belirlemektir. Ana amaca ek olarak, algılanan işyeri romantizminin demografik değişkenlere göre farklılaşıp farklılaşmadığı da araştırılmıştır. Çalışmada kullanılan veriler, Ürdün'de farklı kuruluşlarda çalışan 581 işgörenden anket yoluyla elde edilmiştir. İşyeri romantizminin iş tatmini, işe bağlılık ve iş performansı üzerindeki etkisi çoklu regresyon analizi ile test edilmiştir. Demografik değişkenlerin işyeri romantizmi üzerindeki etkisini değerlendirmek için ise çoklu t-testleri veya varyans analizi (ANOVA) kullanılmıştır.

Araştırma sonucunda, çalışanların işyeri romantizmine yönelik olumlu algılarının hem iş tatmini, hem işe bağlılık hem de iş performansı üzerinde olumlu etkisi olduğu tespit edilmiştir. Ayrıca, çalışanların işyeri romantizm algısının eğitim, medeni durum, örgütün büyüklüğü ve halihazırda işyeri romantizmi içinde olup olmamasına göre farklılık gösterdiği belirlenmiştir.

Anahtar Kelimeler (Keywords in Turkish): İşyeri Romantizmi, Örgütlerde Romantik İlişkiler, İş Tatmini, İşe Bağlılık, İş Performansı.

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ABBREVIATIONS

AGFI : Adjusted Goodness of Fit Index

AMOS : Analysis of Moment Structures

ANOVA : Analysis of Variance

AVE : Average Variance Extracted

CFA : Confirmatory Factor Analysis

CFI : Comparative Fit Index

CR : Composite Reliability

CSE : Core Self-Evaluations

DF : Degree of Freedom

GFI : Goodness of Fit Index

OCB : Organizational Citizenship Behavior

RMSEA : Root Mean Square Error of Approximation

SD : Standard Deviation

SEM : Structural Equation Modeling

SPSS : Statistical Package for the Social Sciences

VIF : Variance Inflation Factor

WR : Workplace Romance

SUBJECT OF THE RESEARCH

Romantic relationships in the workplace are a common social-sexual phenomenon. This kind of relationships in the workplace are generally referred to as workplace romance and are defined as “mutually desired relationships between two employees of the same organization that entail physical attraction” (Pierce & Aguinis, 2003, p. 161; Pierce, Byrne, & Aguinis, 1996, p. 6). It is assumed that workplace romances influence different organizational variables and have a significant impact on organizational life (Alder & Quist, 2014; Pierce, 1998; Pierce & Aguinis, 2003).

Today there are more opportunities for the development of romantic relationships in the workplace. Employees spend most of their time at work. Also, in today's work environment, employees interact with each other in meetings and conferences. Employees spending extended periods of time together provides opportunities for a romance to develop. Workplace romance has become so common that research indicates that one in four employees has had a workplace romance in the past or is currently involved in a workplace romance (Pierce, 1998; Pierce & Aguinis, 2003; Salvaggio, Streich, Hopper, & Pierce, 2011). Although it is a common phenomenon, there is limited research on workplace romance (Chory & Hoke, 2019; Khalilzadeh & Pizam, 2021; Pierce, Aguinis, & Susan, 2000; Salvaggio et al., 2011; Wilson, 2015). Therefore, this study is carried out on workplace romance, which is a limitedly researched subject in the literature.

PURPOSE AND IMPORTANCE OF THE RESEARCH

The present study mainly focuses on the concept of workplace romance. In addition, the concepts of job satisfaction, job involvement and job performance are investigated as the effects of romantic relationships. The study focuses on what kind of positive or negative effects workplace romance can have. The main purpose of the study is to determine the effect of workplace romance on employees’ job satisfaction, job involvement and job performance.

Workplace romance is a new concept that has been studied in business and organizational behavior research in recent years. Therefore, it is not clear what the

consequences of such relationships have in the workplace. In this respect, it is thought that this study will make significant contributions to both literature and practice.

METHOD OF THE RESEARCH

Research data were gathered with a questionnaire prepared in accordance with the purpose. The questionnaire was prepared on google forms and the respondents participated in the research online. In the analyzes, quantitative research method was preferred in accordance with the data collection method and allowing the data to be interpreted more appropriately. Detailed information about the method is given in chapter three.

HYPOTHESIS OF THE RESEARCH / RESEARCH PROBLEM

The purpose of this study is to determine the consequences of the employees' perception of workplace romance. In this context, the effects of perceived workplace romance on job satisfaction, job involvement and job performance were investigated. The main research problem is "Does the employees' perspective of romantic relationships in the workplace have an effect on their job attitudes?". For this purpose, three different hypotheses were tested in the study.

- *H1: Positive attitude of employees towards workplace romance has an increasing effect on job satisfaction.*
- *H2: Positive attitude of employees towards workplace romance has an increasing effect on job involvement.*
- *H3: Positive attitude of employees towards workplace romance has an increasing effect on job performance.*

In addition to main hypotheses, it was examined whether there are differences in perceived workplace romance according to demographic variables. The hypotheses tested for this purpose are as follows.

- *H4: The workplace romance perception of employees differs according to gender.*
- *H5: The workplace romance perception of employees differs according to age.*
- *H6: The workplace romance perception of employees differs according to education.*
- *H7: The workplace romance perception of employees differs according to marital*

status.

- *H8: The workplace romance perception of employees differs according to size of organization.*
- *H9: The workplace romance perception of employees differs according to tenure.*
- *H10: The workplace romance perception of employees differs according to hierarchical status.*
- *H11: The workplace romance perception of employees differs according to whether currently involved in workplace romance.*
- *H12: The workplace romance perception of employees differs according to whether ever involved in workplace romance.*
- *H13: The workplace romance perception of employees differs according to whether ever observed workplace romance.*

POPULATION AND SAMPLE

The research was carried out on employees working in different organizations in Jordan. Population size is unknown for the research. Therefore, convenience sampling was preferred as the sampling method. With the convenience sampling method, 594 employees participated in the research. When the data were examined, it was determined that 13 responses had extreme values and all extreme responses are removed from the analysis. As a result, 581 responses were used in the analysis. Detailed information about population and sample is given in chapter three.

SCOPE AND LIMITATIONS / DIFFICULTIES

This study examines the effect of perceived workplace romance on different attitudes of employees. The scope of the research includes employees working in different organizations in Jordan. Therefore, the findings obtained from the research is limited to the sample. Other limitations of the research are as follows.

1. Research data were obtained from employees working in different organizations. Distinctive findings can be derived with the data to be obtained from a single organization.
2. The data were obtained from different types of employees, supervisors and managers and includes information from employees in several industries.

Therefore, studies conducted on employees of a single sector may obtain different findings.

3. In the study, only the direct effect of workplace romance on employee attitudes are examined. Different findings can be obtained by examining the indirect effects.
4. Employees participated in the research voluntarily. Response bias may have occurred due to voluntary participation. Response bias may limit the generalizability of research findings.

1. CHAPTER ONE: WORKPLACE ROMANCE

In this chapter, the concept of workplace romance is broadly explained, and concepts related to workplace romance is discussed.

1.1. Definition of Workplace Romance

“Love and job, as Freud aptly observed, are cornerstones of the human experience” (Shuck, Owen, Manthos, Quirk, & Rhoades, 2016). Closeness, emotional expression, and the desire for intimacy have all been used to describe “Romance” relationships (Shulman, Connolly, & McIsaac, 2011). These intense emotions have been related to the beginnings of pubertal maturation and sexual attractions. Therefore, the importance of cultural norms and social values cannot be understated. Merriam-Webster (2021) defined romantic relationship as “to have or try to have a romantic relationship with (someone)”. Romantic relationships also can be described as voluntary relationships between individuals who intend for each other to be an important part of their ongoing lives (Pierce et al., 1996).

They are most likely people with whom you have similar experiences and whom you see in your daily lives, such as going to work, for example, or participating in sports or activities. In other words, as far as the choice of a romantic partner, similarities and self-identification are all important factors. We always choose those that we believe are appropriate for us because they suit our self-identity. Social status, religious orientation, and ethnic or cultural identity are also important factors so people are more likely to associate with people from similar backgrounds. Logically, it's daunting to meet people from outside of our geographic area. (though it’s not impossible, in light of social media and online dating services' proliferation).

The "Workplace" concept will be used in this study to describe the environment where the employees work in or are employed. Employees involved do not have to work on the same floor, office room, but they must be in the same building with the possibility of everyday face-to-face connection (Verhoef, 2013).

The idea of "Romantic Relationship in the workplace" is a popular social and sexual issue. Because workplace romances are prevalent, the subject remains understudied (Downing, 2016). Also, it hasn’t been sufficiently discussed in the world of business management, even though it is commonly regarded as unusual for companies

and unaccepted by society. However, some companies have shed light on this form of relationship among their workers by enacting internal policies that prohibit intimate relationships in the interest of maintaining the highest level of competitiveness and work satisfaction (Pizam, 2016).

Cowan and Horan (2014) discovered, for example, that today's employees participate in WR only to "hook up" (i.e., have sex) and also because the work setting offers the possibility for interpersonal relationships (i.e., time, proximity, similarity). Furthermore, Vault Careers (2018) discovered that 24% of WRs were casual hookups and 16% were ongoing causal relations. According to Mainiero and Jones, just 13% of WRs were deep and serious, and only 10% resulted in marriage. In summary, WR standards seem to be developing, which may be attributable, in part, to younger workers engaged in WR for various reasons and in different ways than older workers.

Although several different types of intimate relationships can occur between workers of companies, this broadens the scope of the research. This research would use theories of marriage between the sexes, so the concept of "romance in the workplace" will be based on this criterion, where the first meaning would be; a relationship occurs when two people inside a company recognize and act on their romantic and sexual attraction to each other (Jung & Yoon, 2020).

Also, it has been defined as a nonplatonic committed relationship involving two members in the organization in which sexual pleasure exists, affection is expressed, and both members perceive the relationship as more than simply professional and platonic (Horan, Cowan, & Carberry, 2019). A relationship between two employees of the same company that a third party perceives to be defined by sexual desire (Quinn, 1977). Hierarchical WR refers to WRs involving employees of different statuses (Chory & Hoke, 2019). Moreover, It is defined as “relationships between two employees of the same organization that are mutually desired and contain love feelings” (Pierce & Aguinis, 2001). As Pierce et al. (2000) point out, It is common to separate romantic conduct from unwelcome sexual harassment behavior. A perceived sexual attraction between two members of the same organization is perceived by a third person (Quinn, 1977). That is, intimate relationships, even if they happen at work.

Workplace romances usually contain (a) a strong intimate partner's company is desired by the individuals, (b) implicit sharing of personal messages between two

people, (c) full of admiration and respect, (d) pleasurable emotional states such as need fulfillment, pleasure, and sexual gratification, and (e) physiological arousal and the need for sexual acts such as kissing, petting, and intercourse with one's partner (Kochhar & Sharma, 2015).

Clarke (2006) conducted a survey in the United States which revealed that meet their partners in the workplace. One-quarter to half of the romantic relationships in offices end up in marriage. Close coworkers are more likely to be attracted to each other at work than those who work miles away, cooperate to complete their tasks, have common attitudes toward one another, and find it convenient to communicate (Salvaggio et al., 2011).

Working together increases coworker engagement and the sense of mutual interest and ambitions, which increases the chance of personal attraction. Sharing a subjective experience, such as having a similar reaction to another person or occurrence, may also result in interpersonal attraction (Cooper-Thomas & Morrison, 2013). Wilson (2015) identified two kinds of workplace romances: hierarchical (between two individuals at different levels of a company) and peer-to-peer (between two people at the same level), saying that hierarchical romances are both more popular and more dangerous than peer-to-peer romances.

From an organization's point of view, romance in the workplace may create discomfort between both employees involved in the relationship or their colleagues that observe it. Therefore, most organizations tend to control those relationships and try to mitigate their potential negative impacts (Wallgren & Tidefors, 2016).

Mainiero (1986) believes that workplace romance may be defined as any sort of sexual relation between two workers who have both expressed their romantic interests through dating or other kinds of proximity. Furthermore, Pierce et al. (1996) emphasize that a workplace romantic relationship is any interaction between two workers of the same organization that involves common desire on a wide degree. In conclusion, these definitions show that workplace romance happens in a work environment, includes two employees of the same organization, and is an activity that both persons willingly engage in due to the attraction (Bhebhe & Hove, 2016).

Foley and Powell (1999) says that recently more workplaces characterized by sexuality and physical intimacy. Explaining that the reason returns to the increase in the

proportion of women in the workforce, especially in an administrative and professional position. In addition to the fact that employees spend long hours at work.

In general, the concept of workplace romance is neither new nor unexpected. One maybe suggested that it has existed since people began working in groups to do things that they could not complete alone. It's not unexpected, because, after all, the workplace has always been and will continue to be a social space where people connect and form friendships and romantic relationships, whether platonic or sexual. What is unexpected is that it occurs in some businesses lopsidedly and that the overall attitude toward these relations is getting more accepting (Pizam, 2016).

1.2. Types of Workplace Romance

Each workplace romance has different characteristics; yet, broad categories of workplace romance require special attention due to the variety of results and consequences for the business. This study investigates two types of office romance; employee-to-employee workplace romance and supervisor-to-subordinate subordinate romanticism in the workplace

1.2.1. Employee Peer-To Peer/Lateral Romance

Peer coworkers are described as relationships formed by employees with others on the same level of the organizational hierarchy who have no official responsibility for one another (Ariani, Ebrahimi, & Saeedi, 2011). Peer colleague connections relate to relationships between personnel at the same hierarchical level who have no official control over one another. Any person with whom one works is referred to as a workmate (including supervisors and subordinate employees). However, colleague relationships are usually seen to be related to peer connections.

In early formal theories of management, peer connections were generally overlooked. Administrative management theory and bureaucratic theory Mano and Gabriel (2006) were almost completely concerned with hierarchy, authority, and, as a result, supervisors. Downward and formal contact was indicated as effective modes of communication.

1.2.2. Supervisor and Subordinate/Hierarchy Romance

Hierarchy romance is a relationship between two persons at various organizational levels, such as when the boss has a love relationship with one of his or

her employees. This type is considered the most controversial since it creates high-risk situations that lead to conflicts of professional interests. This may be incompatible with the ethical standards of fair treatment and equal opportunity for all staff.

According to Wallgren and Tidefors (2016) hierarchical WRs pose questions of dominance and dependence that lateral WRs do not. Employees can be dependent on others in a variety of ways. Task dependency occurs as employees rely on one another to fulfill their tasks and complete their jobs. Career dependence occurs when one employee relies on the evaluations or actions of another to progress or gain favor in the organization. Individual workers can share resources in each of these domains. Individuals seeking an advancement (in the career field) can work hard (in the mission domain) to persuade others in positions of power to provide the promotion (Tulachka, 2019).

A workplace romance brings a personal/sexual dependency into an otherwise work-oriented relationship, putting the balance of job and social responsibilities in risk. According to Mainiero (1986) the relative hierarchical degree of the two partners is critical in evaluating the dynamics between these three types of dependencies and the overall influence of the WR on others. Participants of equal standing can share resources in the mission and personal domains, but not employment perks. However, in a hierarchical, Service sharing might also give career domain incentives (e.g. promotions, raises, favorable job assignments). Other company members may be concerned that the connection is being utilized for personal benefit because job progress might be provided in exchange for personal interests in a hierarchical WR (Chan-Serafin, Teo, Minbashian, Cheng, & Wang, 2017). As a result, this will likely to apply equally to the ethical considerations of equal treatment and equal opportunity for all employees. For example, the supervisor may turn a blind eye to his or her subordinate lover's tardiness or absence from work without permission. All of these factors will lead directly to dissatisfaction inside the organization (Bhebhe & Hove, 2016).

As a result, hierarchical WRs are more likely than lateral WRs to address issues of diversity and corporate justice for nonparticipants (Brockner & Flynn, 2006). Furthermore, Sexual assault can occur as a result of dissolved hierarchical WRs because ongoing job and mission dependencies necessitate social interaction after the romance has ended, as well as the higher-ranking employee, maintains the potential to dominate

the lower-level worker, which can contribute to inappropriate sexual exploitation (Pierce et al., 2000).

Reactions to a bureaucratic WR might be increased if there is an extramarital romance. Because of the consequent increase experience needed to get to a high level position in most businesses, the senior-level CEO is likely to take actions than the lower-level employee in a hierarchical WR. As a result, senior executives are more likely to be implicated in a romantic relationship more than lower-level employee (Bhebhe & Hove, 2016).

A hierarchical extramarital liaison may be seen by coworkers as a more severe and destructive problem than a hierarchical WR between two single individuals. Powell (2001) observed that WRs with one or both married participants resulted in a deterioration of the work group's social environment than WRs with both single individuals. Nonetheless, a sizable proportion of people have affairs while married to someone else (Foley & Powell, 1999).

1.3. Motives for Workplace Romance

Everyone's reason for a workplace romance is different (Pierce, Karl, & Brey, 2012). There are three types of office romances: three types of office romances: love motives, job motives, and ego motives (Pierce & Aguinis, 2001). These three motivations are the underlying reasons why people partake in romances in the workplace. Job motivations include pursuing bonuses, job protection, and influence (Wallgren & Tidefors, 2016).

1.3.1. Love-Motivated Romance

When two people in a romance have true concern and mutual regard for one another, they have a love-motivated relationship. Coworkers are considerably more tolerant and supportive of workplace romances driven by love, according to C. I. Anderson and Hunsaker (1985), and those considered to be driven by love frequently receive a more favorable response from coworkers (Quinn, 1977). According to the Bureau of National Affairs, respondents felt pretty strongly that looking for a marital partner at work was appropriate.

Coworkers have indicated that love-motivated relationship partners had improved job excitement (Dillard & Broetzmann, 1989), job performance, and

workplace involvement (Dillard, 1987). A guy with a love motivation was assessed much more favorably than a man with a career or ego motivation, and a female with any of the three reasons, independent of hierarchical standing (S. P. Brown & Leigh, 1996).

Love is also vital for employee motivation unconditional compassion, for example, may drive a fireman to labor, not for money, but to serve a community that they genuinely care about. A manager who understands this drive has a significant advantage over one who simply provides another increase.

Overall, the evidence supports the assumption that spectators value workplace romances more favorably when they are believed to be driven by love rather than by professional motivation. This makes sense because our culture values and supports that which is motivated by love.

1.3.2. Ego-Motivated Romance

A "fling" is a relationship that is motivated by ego. This form of connection comprises a single person who seeks a personal benefit, such as personal thrill and adventure. Employment-motivated relationships are pursued by one person seeking job-related perks such as job stability, promotions, or increases

Some people have romantic relationships at the workplace, especially if the employee is at a high level of employment, only to fulfill his social image, or just to look sophisticated.

Respondents in Dillard (1987) claimed that perceived ego-motivation had no significant influence on work performance for either males or females. According to C. J. Anderson and Fisher (1991), males are twice as likely as females to engage in a professional romance for ego-motives. To date, no known study has discovered a substantial association between a perceived ego motive and a specific assessment. This is odd because one would think that any incentive other than love would violate cultural standards, resulting in bad perceptions of the romance and the parties participating in the relationship.

1.3.3. Job-Motivated Romance

Individuals desire development in their careers, job stability, financial incentives, a decreased workload, and/or more vacation time. Those driven by a desire for power

may believe that a workplace relationship will boost their professional legitimacy and/or authority (Dillard & Broetzmann, 1989).

Job-motivated romantic partners tend to elicit negative evaluations from coworkers. This job motive has been most frequently attributed to women (Dillard, 1987), who are frequently in lower-status positions have been accused of attempting to gain an unfair advantage. In general, coworkers have a negative perception of the lower status partner in a workplace romance (Mainiero, 1986). For example, in Quinn (1977) study, Females were almost always perceived to be the partner in a workplace romance with job motivation.

In fact, in C. J. Anderson and Fisher (1991) study, females with suspected employment reasons were viewed as exploiting sex for gain 10 times more frequently than men. According to coworkers, both males and females who are seen to be job-focused are likely to have an elevated incidence of absenteeism after joining the workplace romance (Dillard & Broetzmann, 1989).

Furthermore, respondents in Dillard, Hale, and Segrin (1994) study felt that a job-motivated relationship had a detrimental impact on the workplace's social atmosphere and overall performance. Finally, T. J. Brown and Allgeier (1996) discovered that when females were seen to have a job motivation, they were rated substantially lower than females with love or ego reasons, and considerably lower than males with any of the three reasons.

1.4. Gender and Workplace Romance

There are real reasons why women might be more hesitant than men to engage in a romantic relationship in the workplace (Tulachka, 2019). Women's and men's office romance experiences are somehow different, due to their positions in organization and strength. If a woman's supervisor is at a higher level in the organization, she may be convicted of “dating her way up the ladder” (Wallgren & Tidefors, 2016).

Furthermore, it appears that there is an assumption that individuals may use and cheat over sex; there is mistrust of women. Lower-level participants in hierarchy relationships are more likely to be replaced or fired than higher-level participants, especially if they are women (Devine & Markiewicz, 1990).

Quinn (1977) Women were twice as likely as men to be fired by their bosses, according to research published more than 30 years ago. Riach and Wilson (2007) found more details workers recently thought that if a relationship between two persons at various levels, this was often the female. When an agency is disbanded, the most junior employee should be let go.

Ending this romantic relationship badly can create retaliatory allegations, including accusations of sexual harassment and so on, thus this kind of problem becomes a source of gossip among employees, it may lead to distorting the reputation of the organization if the incident is captured by the media. Moreover, the employee involved in the relationship may leave the job resulting in HR incurring expenses in recruitment to fill in the vacancy.

Furthermore, women were seen as “over-emotional” and “unstable,” while men were seen as “coping.” Women have also been shown to be more harshly judged in their jobs than males. Motivation for occupational romance engagement. Women are more likely to be seen as participating in a workplace romance to advance in the hierarchical hierarchy, while men are seen as participating to fulfill their ego needs (C. J. Anderson & Fisher, 1991). Women provoke more hostile responses from coworkers than men who engage in office romance for the same purposes (Dillard, 1987).

There is then an unequal appraisal of women and men participating in office romances, indicating the sex structuring of organizations in which men retain authority. Powell as well as according to Foley and Powell (1999) office romances can be especially dangerous for same-sex partners due to unfavorable responses from coworkers. For being engaged in a relationship at work, women face stereotypical expectations such as whore, tart, and slag, while men do not (Riach & Wilson, 2007).

As much as romantic attraction is considered natural in any work environment, this type of relationship attracts complications from an organizational perspective, these complexities lie in the motives of the individuals involved in the relationship where they begin to feel that their relationship must go beyond the workplace to culminate into a long-term relationship or marriage (Devine & Markiewicz, 1990).

Nowadays women work, interact, travel, socialize, and relax with male colleagues more than before. Such intense involvement is a potential breeding ground for both sexual attraction and romantic relationships, and It is also important to point out

that the increase in the proportion of women in paid work is mainly due to the women's rights movements calling for equal opportunities for women with men; leading to increased interaction between men and women, hence, the development of romantic relationships between them (Marston, 2014).

1.5. Outcomes of Workplace Romance

Workplace relationships may have both positive and negative consequences. These results are determined by the degree and kind of workplace romance (Mainiero & Jones, 2013). When considering how to manage professional relationships, there are several concerns to consider. However, workplace romances can be beneficial to a business at times (Downing, 2016).

There are both positive and bad impacts for the workers participating in the office romance, as well as the surrounding employees and the organization itself (Kolesnikova & Analoui, 2012). Employees' workplace romances have resulted in undesirable activities such as sexual discrimination, sexual harassment, sex bias, quid pro quo conduct, and retribution. Because of these negative activities, a hostile work atmosphere has resulted.

The favorable effect of a workplace relationship, on the other hand, has resulted in good behavior. Employee motivation and mental energy were increased as a result of these activities, resulting in the employee working longer hours and being more productive (Verhoef & Terblanche, 2015).

1.5.1. Positive Outcomes of Workplace Romance

Many studies have found a positive relationship between work - related attitudes and performance. As an example Bakker and Bal (2010) it has been shown that engaged employees are more likely to have positive emotions, which can enhance their cognitive skills even in complicated settings, resulting in even better levels of job performance.

The Couples who work together in the same organization may experience a good influence on their relationships in terms of time efficiency in managing the family and in the workplace since they can assist one other. They also felt at ease because they were working with a partner in the same location. Communication was improved amongst lecturer couples working in the same unit. Working with spouses allows them to more easily manage their activities and time on the family side (Jung & Yoon, 2020).

The employees could help one other, the good influence on personal relationships may be felt in terms of time efficiency in managing the family and in the field of work. They also felt at ease because they were working with a partner in the same location. Communication was improved amongst lecturer couples working in the same unit. Working with spouses allows them to more easily manage their activities and time on the family side (Bhebhe & Hove, 2016).

Couples who work in the same workplace thought that job stress may be minimized since they could discuss work difficulties with their spouse. The couples working in separate units felt efficient in terms of time spent working. Furthermore, the couples felt at ease and confident since they could easily observe the spouse's activities at work.

1.5.2. Negative Outcomes of Workplace Romance

Workplace romances are fraught with risk. These dangers can affect a person's job, Because the pair may discuss issues that are supposed to be secret, there is a risk of sensitive information being breached in workplace romances (Clarke, 2006). Employee gossip, sexual harassment, and a decrease in productivity are all frequent negative impacts of workplace romances, and they can all lead to negative job performance. It also includes slow decision-making producer, a destroyed team reputation, clandestine steps against workplace romance, and job responsibilities redistribution.

Workplace romances are not allowed in some company cultures, and they are seen adversely by other corporate peers. Organizations with a more conservative culture are more conventional, and office romances are often discouraged. An organization with a more open, fast-paced culture, on the other hand, supports these sorts of partnerships due to the tremendous pressure and activity that helps promote sexual arousal (Pierce et al., 1996). Some companies discourage workers from indulging in office romances out of fear of being sued for sexual harassment.

Some organizational colleagues were angry at work as a result of a workplace romance since the workers in the relationship were treated differently than the rest of the employees (Cowan & Horan, 2014). Many organizational colleagues believe that they will be passed over for promotions or critical initiatives due to the perception of favoritism. Some connections arise between bosses and subordinates, and these are the ones that frequently receive a bad reputation. Favoritism may not necessarily occur as a

result of workplace romance, but because many people believe it does, it generates friction among departments. Workplace romances may be toxic to a team in some firms.

2. CHAPTER TWO: CONSEQUENCES OF WORKPLACE ROMANCE

In this chapter, the consequences of workplace romance are broadly explained. In this context, the concepts of job satisfaction, job involvement and job performance are examined.

2.1. Job Satisfaction

In this section, firstly, definitions of job satisfaction are given, and then the antecedents and outcomes of job satisfaction are discussed, respectively. Finally, the relationship between job satisfaction and workplace romance is examined.

2.1.1. Definition of Job Satisfaction

Job satisfaction can be defined in many forms, as Hantula (2015) found it as “a combination of reactions showing whether workers inside the institute pleased or unpleased with the general atmosphere of work” and Giauque, Resenterra, and Siggen (2014) found it as “a competent reaction of the employee to his work and is familiar with definition of gratification or pleasure”. The term satisfaction is defined as a happy or satisfied feeling as a result of something that you did or something that happened to you: the act of providing what is required or desired: the act of satisfying a need or desire formal: a solution that deals with an issue or complaint in an effective manner (Aziz et al., 2021).

Employment satisfaction is defined as an employee's behavioral response to their jobs as a result of comparing expectations and actual work outcomes (Cranny, Smith, & Stone, 1992). Since many analysts, administrators, and academics agree that job satisfaction patterns can impact and affect work efficiency, employee turnover, and employee engagement, the topic of job satisfaction is extensively studied in the literature. There are three types of satisfaction: inherent, extrinsic, and absolute satisfaction (Neill, 1998).

According to Judge and Larsen (2001), an employee is internally happy if he didn’t obtain external satisfaction other than the task itself, but external satisfaction is the polar opposite (In other words, an employee is behaviorally satisfied if he obtains income pay or other material rewards in order to change his behavior.).

In narrow sense Employees' feelings or general attitudes regarding their career and job components such as the working environment, workplace circumstances, equal chances, and interaction with coworkers are characterized as job satisfaction (Giauque et al., 2014). Employment satisfaction and dissatisfaction are described as “the positive emotional state that comes from rating one's job as satisfying or enhancing one's job values”. Employment dissatisfaction has been described as “an uncomfortable emotional attitude caused on by the perspective of one's work as unpleasant or limiting the achievement of one's values” (Schwepker, 2001).

“The level to that individuals love (satisfy) or hate (dissatisfy) their work.” is how job satisfaction is characterized by Carson, Luyombya, Wilder, Burrow, and Boyle (1991) employment happiness, this phrase refers to a big emotional reaction that people feel toward their jobs. Budiman, Siti, Fika, and Abdul Haeba (2020) defined work satisfaction as a positive emotional feeling that comes from employee's evaluation of their work experience by comparing what they expect from their job to what they achieve. Researchers have previously proposed that a person's work satisfaction is determined by how they feel rather than whether or not his or her expectations are met (Hantula, 2015). Organizational incentive programs, power allocation, personality distinctions, self-confidence, locus of influence, and other factors have all been identified as determinants of job satisfaction in previous studies (Selvarajan & Cloninger, 2009). Dissatisfied employees are more likely to seek happiness elsewhere.

The job environment, in general, affects all that surrounds it, including individuals and objects, so organizations that are aware of this impact are trying to build a healthy environment for their workers, so that they can achieve the highest productivity while at work.

2.1.2. Antecedents of Job Satisfaction

To explore an idea, academia often chooses to define the notion. Furthermore, the importance of their research is if the notion is capable of describing objective facts in the real world. As a result, investigating the antecedents and effects of the idea becomes a crucial component of the overall research on work satisfaction.

Four major factors affect employee job satisfaction levels. Personality, values, job situation, and social impact are some of these elements. In another word, a person's

feelings, thoughts, and behaviors in life are the initial determinants of how they would think or feel about their job (George & Jones, 2008).

2.1.2.1. Personality/Genetic Predisposition

Individuals' personalities affect how they think or feel about their job, either in a positive or a negative way. An employee who is good in the Big Five personality types, showing positive emotion, affability, and kindness, is more likely to be happy with his job more than an employee who is weak in one or more of these five types (George & Jones, 2008). A lot of psychologists and organizational behavior researchers have found that employees personalities may have a huge influence on their job attitudes, which can, in turn, affect job satisfaction (Judge & Locke, 1993).

The personality/genetic factor is based on the concept that a person's nature-personality characteristics and genetic components, which have also been shown to predict job satisfaction as well as life satisfaction and well-being, play a factor in job satisfaction or dissatisfaction (Judge, Ilies, & Zhang, 2012).

While this element aims to link the relationship between attitudes and affective characteristics and their impact on job satisfaction, also seeks to explain why some individuals appear to be satisfied most of the time, while others appear to be dissatisfied all of the time (Judge & Larsen, 2001).

Jones (2006) stated that “by improving employees lives in general, businesses improve their work satisfaction and, as a result, get the benefits of having employees who are satisfied at work.” Judge, Bono, and Locke (2000) in their meta-analytic study of data indicating individual disposition impacts job satisfaction, they discovered that dispositions indirectly impact work satisfaction through preference and self-selection processes. According to researchers, dispositional and genetic factors contribute for 30% of an individual's job satisfaction (Li, Stanek, Ones, & Zhang, 2015).

Many academics have focused on gender as it pertains to work happiness or discontent (Ellickson & Logsdon, 2002). Females, on average, are more satisfied with their jobs than males (Marasinghe & Wijayaratne, 2018). In the mean while some studies support the assumption that females are more content in their professions than males, others showed no significant differences in overall work satisfaction across genders (Li

et al., 2015). Adelman (1991) determined that females had a more favorable attitude about working circumstances and work relationships.

2.1.2.2. Work Situation

Work environment is one of the important factors influencing workplace happiness. The physical workplace environment, the quality of contact with colleagues and customers, and how a company treats its workers, including salary pay and advantages, job security, and fair rules, all have an impact on how interesting, demanding, or uninspiring the tasks a person conducts are (George & Jones, 2008).

Job satisfaction was commonly associated with success, possibilities for self-improvement, acknowledgment recognition, responsibility/committed work, and advancement chances. All of these variables were connected to work-related outcomes (Bakotić & Babić, 2013).

These elements were dubbed "motivators" by Raziq and Maulabakhsh (2015) because they were linked to high levels of work satisfaction from another perspective, was commonly associated with the basis of the workplace, such as work environment factors, employment stability, company rules, management quality, salary, and interpersonal relationship. Characterized these elements (maintenance) variables, implying that they aren't motivating. Employees who meet their health standards will be less dissatisfied with their working conditions

2.1.2.3. Social Influence

The last factor of job satisfaction is social effect is social influence. It is defined as “the impact that individuals or organizations have on their attitudes and thoughts” (Akar, Yüksel, & Bulut, 2015). Employee colleagues, the group (or groups) to which individuals belong, and the environment in which one develops may all have an impact on job satisfaction and behaviors (George & Jones, 2008). According to (George & Jones, 2008), children's education can influence their work satisfaction as an adult. employees reared in low-income families may wish for a better salary but may be dissatisfied with their job because of the lower-than-desired pay.

Furthermore, employees who belong to these groups that need weekends or overnight meetings or training are likely to be dissatisfied with jobs that involve weekend or evening work (Lange, 2015).

Finally, an employee's sense of job satisfaction may be influenced by the culture (Ganbaatar, 2018). Workers who grow and develop in cultural backgrounds that rank high on individualism index values—for example, the United States, Australia, the United Kingdom, Canada, and the Netherlands—are more likely to feel satisfied with their jobs that focus on their achievement and provide bonus payments for personal effort.

2.1.3. Outcomes of Job Satisfaction

Job satisfaction is increased organizational commitment for the original satisfaction-performance connection. Organizations that have more satisfied workers appear to be more productive as a group (Ezeamama, 2019). As the job satisfaction have a high impact on OCB" organizational citizenship behavior" as it has lately been linked to workplace behaviors such as "altruism, openness to experience, loyalty, civic virtue, voice, functional involvement, sportsmanship, politeness, and advocacy engagement."

Recent research by Kamel, El Amine, and Abdeljalil (2015) suggests that OCB "organizational citizenship behavior" may be a means for individuals to convey to supervisors and coworkers talents that are not immediately visible. However, some data shows that pleasure does impact OCB, but only through views of justice. While job dissatisfaction leads to problems such as absences, tardiness, disengagement, and conflicts (Byars & Rue, 2004).

In the example of correctional officers according to Udechukwu and Mujtaba (2007), positive and negative satisfaction have a significant impact on employee turnover intentions. Other researchers have found that, while external job satisfaction variables continue to have an influence on employee turnover, internal work satisfaction has a greater and has a larger part in employees ' turnover behavior.

Satisfaction is also adversely related to turnover, although the relationship is greater from the one seen for absences. Other variables that influence the choice to quit one's current work include labor market circumstances, expectations regarding alternative career possibilities, and length of stay with the company (Budiman et al., 2020).

2.1.4. The Relationship Between Workplace Romance and Job Satisfaction

Job satisfaction has been defined as "an emotional response to a job that comes from the establishment's evaluation of actual outcomes in comparison to those expected." (Hantula, 2015). As a result, an individual who views the outcomes of a workplace relationship to be superior to their comparative level will be content with their partner and, maybe, with some parts of their job. Employees who are happily intimate with their superiors, for example, may be more satisfied with the supervisory component of their jobs, whereas employees who are gladly intimate with another colleague may be exceptionally satisfied with the coworker component of their jobs. There is a favorable link between characteristics of life happiness and work satisfaction (Streimikiene & Grundey, 2008).

When an individual observing the romance feels that both participants are gaining equal benefits from the relationship, the partnership is said to be equitable. As a result, employees who believe in their workplace romance is equitable will be satisfied with the relationship and, perhaps, more satisfied at work (Jung & Yoon, 2020).

It is important to understand that if the results of a workplace romance are shown to be below one's comparison level, or if the outcomes are considered to be unequal, discontent will ensue, perhaps leading to a dissolved romance, job dissatisfaction, or even voluntary organizational leave (Tulachka, 2019). Furthermore, while job satisfaction has been shown to be only marginally effective, the validation model of attractions supports the idea that a positive influence from a workplace romance may cross over and improve employee job satisfaction (Chory & Hoke, 2019).

Finally, seeing as employee satisfaction describes characteristics such as voluntary turnover it is critical to determine whether engaging in a satisfying workplace romance may result in improved satisfaction with different aspects of one's job compensation, supervisors, and co-workers (Carson et al., 1991).

2.2. Job Involvement

In this section, firstly, definitions of job involvement are given, and then the antecedents and outcomes of job involvement are discussed, respectively. Finally, the relationship between job involvement and workplace romance is examined.

2.2.1. Definition of Job Involvement

Involvement is defined as “something is the fact that you are taking part in it.” Job involvement is defined as the degree to which individuals mentally associates with or are committed to their jobs (Rich, Lepine, & Crawford, 2010). Also, it is defined as Cognitive processes that include attention, motivation, and engagement with one's current job (Paullay, Alliger, & Stone-Romero, 1994)

Highly active employees need to do well in the job maintain their self-esteem. People who are extremely involved, truly care and take their jobs very seriously (S. P. Brown, 1996). While the construct of job involvement is identical to the construct of occupational contribution in that both are linked to an identification of the employee with the work experience, both of these constructs differ. This can lead to situations where an individual is passionate about a particular profession but isn't fully committed to the organization, or vice versa.

Involvement in the workplace is related also to personal factors such as age, experience, gender, and tenure, as well as job features such as job autonomy, job performance, task identification, and skill range (S. P. Brown & Leigh, 1996).

It has been discovered that job involvement has a huge effect on organizationally related outcomes. According to Sessa and Bowling (2020) job involvement is the significance of one's current work to one's self-concept, as shown by the degree to which one is mentally focused on, cognitively obsessed with, and concerned about one's current job.

It has been discovered that job involvement affects organizationally related outcomes. Organizational commitment and professional loyalty, which affect job satisfaction, turnover intention, role stress, productivity, and job migration, appear to be strongly related to job involvement (Uygur & Kılıç, 2009).

2.2.2. Antecedents of Job Involvement

In this study, the antecedents of job involvement are examined under two factors: Self-assessments at the core and the psychological environment

2.2.2.1. Self-Assessments at the Core

People unconsciously evaluate themselves, other people, and the universe or reality, according to Judge, Heller, and Klinger (2008) individuals, for example, may consider themselves or others as weak or untrustworthy. Others may believe that life is misery or that the world is a dangerous place. According to Sessa and Bowling (2020) these fundamental assessments, called as core evaluations, impact almost all other situation-specific judgements that individuals make about themselves, events, things, and people, forming dispositional moods, defining attitudes, and motivating behaviors.

Kirmani, Attiq, Bakari, and Irfan (2019) introduced the idea of core self-evaluations (CSE) as a personal attribute that would explain work satisfaction and other attitudes and behaviors based on this core evaluation assumption. Core self-evaluations are described by Judge, Thoresen, Bono, and Patton (2001) as “fundamental judgements or assessments that people have about themselves”. As a result, core self-evaluation is a basic belief that people have about their quality, usefulness, and ability as persons in their surroundings. As a result, people with positive core self-evaluations believe they are capable, deserving, and in control of their lives.

2.2.2.2. The Psychological Environment

Climate has been characterized in the literature on organizational behavior as a perceived set of qualities distinctive to a certain company. Many researchers have conceived "climate in an organization" based on this notion of climate between the several definitions of "climate in an organization" proposed, two have achieved widespread acceptance: the individual perception and the collective perception approach methods (Madhukar & Sharma, 2017).

Furthermore, any variable that is included in the study of psychological climate should be a perception-based measure, a description of activities rather than an evaluation, and not an organizational or task-structure-based (Koys & DeCotiis, 1991). According to Baltes, Zhdanova, and Parker (2009) the psychological climate is defined as Organizational environments as perceived/interpreted by workers, therefore neither attitude nor an emotional reaction to the job and work environment is significant. As a result, the psychological environment differs conceptually from attitudinal variables like job satisfaction or commitment.

2.2.3. Outcomes of Job Involvement

In theory, job involvement results in motivation and performance (Bharti, 2017). These conceptual connections stem from the belief that being engaged in your work improves passion (i.e., goal choice, effort, persistence). This, in consequence, has an impact on employee performance as well as other workplace behaviors such as absenteeism and turnover.

S. P. Brown (1996) discovered in his meta-analysis that while job involvement was associated with motivation, it was unconnected to work behaviors such as effort, productivity, absenteeism, and turnover. He concluded that “work involvement, by itself, does not immediately drive better overall levels of job performance.”

Absenteeism is another behavioral result that has lately been related to job involvement. Given the fact that S. P. Brown (1996) meta-analysis showed that job involvement wasn't substantially associated with absenteeism. Wegge, Schmidt, Parkes, and van Dick (2007) revealed that work involvement was negatively related to absenteeism when job satisfaction was low but not when satisfaction was high. Also, these two attitudes are interchangeable for preventing absenteeism, so that being high on one or the other is enough, but being high on both doesn't add value.

Another set of outcome factors worth considering is employee well-being and work-family relationships. Involvement with life satisfaction, indicating that positive emotions toward one's work role (i.e., high job involvement as a result of appreciation and positive response) would spill over and cause benefits in other aspects of life, such as general levels of well-being (Sessa & Bowling, 2020).

Other studies have indicated that individuals with a high status of job involvement suffer from the negative impacts of job stressors on their health more than employees with low status of job involvement. Job involvement, for example, increased the link between work stress and the need to drink (Liu, Wang, Zhan, & Shi, 2009), as well as the relationship between turnover intentions and work-life quality (Igbaria, Parasuraman, & Badawy, 1994).

Furthermore, employees who are highly involved in their jobs have a much more tough time separating from work, which has been found to increase the stressor-strain connection and hinder recovery from stresses (Sonnentag & Fritz, 2015).

2.2.4. The Relationship Between Workplace Romance and Job Involvement

Job involvement was described by Hoole and Boshoff (1998) as "the degree to which a person is psychologically associated with his work, or the relevance of work in his entire self-image" Similarly, Paullay et al. (1994) defined work involvement as "the extent to which one is cognitively preoccupied with, engaged with, and concerned about one's current employment.

Jung and Yoon (2020) stated that office romances enhance employees' interest in long hours working with their partners, therefore increasing job involvement. Dillard (1987) discovered that individuals who arrived with ego or job-related reasons exhibited no change in job participation, but those who entered with love-motivated motives showed an increase in job involvement. Dillard (1987) proposed that love-motivated employees fear retaliation from management and, as a result, increase their workplace engagement to impress their supervisor, which is similar to the rationale for increasing one's job productivity.

To put it another way, once a love-seeking employee meets a compatible romantic partner, his or her interest in work may grow to preserve the desired connection. However, such an increase is unlikely to occur if office relationships are discouraged. As a result, more study on job involvement in the setting of workplace romance is required. For example, one could expect that during the early phases of a romance, employees will become more involved with, or place more personal importance on, their love partners rather than their employment.

2.3. Job Performance

In this section, firstly, definitions of job performance are given, and then the antecedents and outcomes of job performance are discussed, respectively. Finally, the relationship between job performance and workplace romance is examined.

2.3.1. Definition of Job Performance

Employee and organizational results are connected to job performance. It has attracted the attention of academics and practitioners alike due to its influence on results that impact the bottom line of organizations (Pandey, 2019). Job performance defined as “actions defined and required by a job requirements and furthermore mandated,

assessed, and rewarded by the organization's employees” (Khoreva & Wechtler, 2018). Work behavior becomes expected as a result of in-role job performance, allowing fundamental organizational tasks to be linked and managed in order to meet organizational goals (Muñoz-Pascual & Galende, 2017).

The term "job performance" should refer to the whole range of approaches and treatments that the field of industrial-organizational (I-O) psychology may use to improve human performance in workplaces (Motowidlo & Kell, 2012). Many of these techniques include aspects of recruiting and selection, training and development, and motivation. Furthermore, the performance of an organization might be improved by removing problems that hinder individuals from contributing to organizational goals and by increasing opportunities for individuals to contribute to the organization.

2.3.2. Antecedents of Job Performance

Despite the emphasis on defining and forecasting job performance, it is not a cohesive concept. There are several jobs, each with its own set of performance expectations. Job performance is comprised of a variety of behaviors (Campbell & Wiernik, 2015).

2.3.2.1. Transformational Leadership

Transformational leadership has been defined as going beyond transactions to improve members' understanding of desirable outcomes by expanding and elevating their demands and motivating them to look beyond their own interests (Robbins & Judge, 2018).

Transformational leadership has long been linked to employee behaviors such as job performance and different metrics of employee engagement. There is mounting evidence that a lot of reasons influence the link between transformational leadership and employee performance (Jankingthong & Rurkkhum, 2012).

Transformational leadership directly influences business performance and context. Transformational leadership and follower job performance were investigated by (Zhu & Goldberg, 2009). They discovered a link between transformative leadership and follower job performance.

2.3.2.2. Organizational Justice

Organizational justice is defined as ethical treatment, which includes distributive justice, procedural justice, and contextual performance in the workplace (Jameel, Mahmood, & Jwmaa, 2020). Organizational fairness is commonly regarded as a factor that leads to employee performance. According to Salam', when a person views the outcome/input ratio to be unequal, he might change the quality and quantity of his attempt to restore justice (Rajput & Parimal, 2020).

Interestingly, several research researches have proven that when people are undervalued, they reduce their performance in order to provide less input, and when they are overvalued, they improve their performance in order to create more input (Jankingthong & Rurkkhum, 2012).

2.3.2.3. Work Engagement

Work engagement is a concept that both scholars and practitioners are familiar with. A growing corpus of research is converging on a single definition of work engagement as high levels of personal interest in the work activities done on the job (Rich et al., 2010).

Many studies have noted that, as a motivator, engagement should lead to high levels of job performance. Work engagement is a combination of the emotional, psychological, and cognitive energy that people bring to their jobs. In this way, work engagement requires more than just investing a particular component of oneself (Asif, Miao, Hwang, & Shi, 2019). It represents a multidimensional involvement (physical, emotional, and cognitive), resulting in a simultaneously and comprehensive experience. Employees that are highly engaged have a lot of energy and are excited about their jobs (Macey & Schneider, 2008).

2.3.3. Outcomes of Job Performance

Blending work-life and personal boundaries, as well as engaging in an office romance, have traditionally been depicted as dangerous situations for both people and businesses (Mainiero & Jones, 2013). Workplace romance can have an impact on both the improvement and degradation of many behavioral and performance-related outcomes in workers and organizations. That is, workplace romance may have both good and bad impacts on employees' behavior and performance (Quinn, 1977).

If workplace romances break the specified patterns of conduct, practice, and performance, participants may face various managerial reactions such as transfer, written warning, and verbal reprimand, Such reactions from coworkers and bosses can put participants in office romances under stress and decrease their morale (Kahya, 2009).

Some arguments support a beneficial link between workplace romance and employee performance. For example, the impression management hypothesis argues that workplace participants work hard and perform well to generate a good impression (Dillard & Broetzmann, 1989). As a result, participants in office romance feel loved and welcomed at work.

2.3.4. The Relationship Between Workplace Romance and Job Performance

Only a few studies in literature focused on the relationship between workplace romance and employee job performance. According to Pierce (1998) workplace romances enhance employees' ability to work longer hours with their partners, which increases job performance.

Numerous studies have found a favorable link between employee work involvement and performance (Bakker & Bal, 2010). For example, observed that involved employees are more expected to have good sentiments, which can extend theirs requires cognitive skills. even in challenging situations, resulting in even better levels of job performance.

Employee work involvement may predict job performance, and employees with high job involvement prefer to engage in actions that improve organizational effectiveness. Increased job involvement showed a tight relationship between job engagement and performance and higher levels of job engagement have a great influence on job performance (Yongxing, Du, Xie, & Lei, 2017).

Dillard and Broetzmann (1989) stated in a study on workplace romance and job performance that employees' more positive attitude of organizational romance leads to better levels of job performance. Pierce and Aguinis (2003) observed that co-workers and managers often have a negative attitude toward workplace romances, while individuals who have good attitudes regarding workplace romance or those who already have one, seek to please their supervisors by increasing their job performance. Such a

proclivity frequently leads to improved work performance. Employees demonstrate good job performance as a result of workplace romances, according to Wright and Cropanzano (1997). Furthermore, Biggs, Matthewman, and Fultz (2012) found that workplace romances shouldn’t be restricted altogether because they increase the performance of the employees.

3. CHAPTER THREE: DATA ANALYSIS OF THE CONSEQUENCES OF WORKPLACE ROMANCE IN ORGANIZATIONS

The study is carried out on workplace romance and its consequences. This chapter deals with the research conducted to determine how perceived workplace romance affects employees' job satisfaction, job involvement and job performance.

3.1. Methodology

In this section, hypotheses and research model, population and sample, data collection method, measures, and analysis method are mentioned, respectively.

3.1.1. Hypotheses and Research Model

This study was conducted to further understanding of the consequences of workplace romance in organizations. The purpose of this study is to determine the effects of the employees' perception of workplace romance. In this context, the effects of perceived workplace romance on job satisfaction, job involvement and job performance were investigated. The main research problem is "*Does the employees' perspective of romantic relationships in the workplace affect their job attitudes?*". Derived from the main problem, three different problems are examined in the study; (1) "*Is there an effect of employees' perception of workplace romance on job satisfaction?*", (2) "*Is there an effect of employees' perception of workplace romance on job involvement?*" and (3) "*Is there an effect of employees' perception of workplace romance on job performance?*".

In the study, three different hypotheses were tested regarding these problems.

- *H1: Positive attitude of employees towards workplace romance has an increasing effect on job satisfaction.*
- *H2: Positive attitude of employees towards workplace romance has an increasing effect on job involvement.*
- *H3: Positive attitude of employees towards workplace romance has an increasing effect on job performance.*

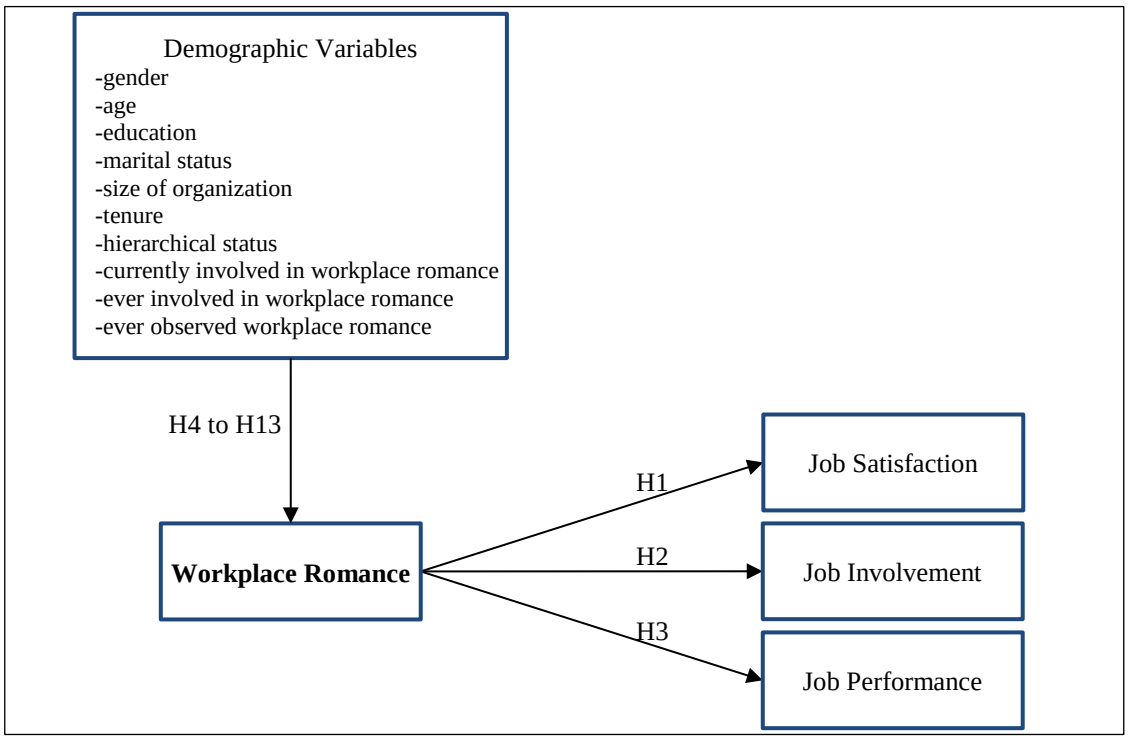
In addition to main hypotheses, it was examined whether there are differences in perceived workplace romance according to demographic characteristics. The hypotheses tested for this purpose are as follows.

- *H4: The workplace romance perception of employees differs according to gender.*

- *H5: The workplace romance perception of employees differs according to age.*
- *H6: The workplace romance perception of employees differs according to education.*
- *H7: The workplace romance perception of employees differs according to marital status.*
- *H8: The workplace romance perception of employees differs according to the size of organization.*
- *H9: The workplace romance perception of employees differs according to tenure.*
- *H10: The workplace romance perception of employees differs according to hierarchical status.*
- *H11: The workplace romance perception of employees differs according to whether currently involved in workplace romance.*
- *H12: The workplace romance perception of employees differs according to whether ever involved in workplace romance.*
- *H13: The workplace romance perception of employees differs according to whether ever observed workplace romance.*

The research model, in which the hypotheses to be tested in this study are shown collectively, is as in Figure 1.

Figure 1. Research Model



3.1.2. Population and Sample

The research was carried out on employees working in different organizations in Jordan. The population for this study consisted of individuals working as an employee, supervisor or manager in an organization in Jordan. Population size is unknown for the research. Therefore, convenience sampling was preferred as the sampling method. Researchers state that within the scope of the convenience sampling method, the minimum sample size should be greater than ten times the number of variables (Hair, Black, Babin, & Anderson, 2014; Kline, 2016; Nunnally & Bernstein, 1994). Thus, the minimum sample size is calculated as 360 employees.

In order to obtain an adequate sample size in Covid-19 days, the questionnaire form was prepared online and shared with employees on several platforms. All participants completed the survey anonymously and voluntarily. A total of 594 employees participated in the study. Among the 594 participants, 13 were excluded because of excessive missing data. Therefore, the sample of the research consisted of 581 participants.

3.1.3. Data Collection Method

Research data were obtained through an online questionnaire prepared in accordance with the purpose. The questionnaire form consists of three parts (Appendix 1). In the first part, there are items to determine the degree of workplace romance the employees perceive. The second part consists of items to determine the degree of participants' job satisfaction, job involvement, and job performance. In the third part, there are questions to determine the demographic characteristics of the participants.

3.1.4. Measures

All the measures used in the study were preferred for their established validity and reliability in previous studies. In accordance with the purpose, four different scales were used in the study. A 5-point Likert scale is used to rate all scales (1=strongly disagree, 2=disagree, 3= neither agree nor disagree, 4=agree, 5=strongly agree).

3.1.4.1. Workplace Romance Scale

The scale developed by Pierce (1998) was used to determine the level of workplace romance perceived by the employees participating in the research. The workplace romance scale consists of one dimension and a total of seven items (Appendix

1). The scale aims to determine the general workplace romance level of the participants. Representative items for the scale are “Romantic relations foster better communication between the two workers involved” and “It is all right for someone to look for a dating or marriage partner at work”.

3.1.4.2. Job Satisfaction Scale

The employees’ level of job satisfaction was assessed with the scale (An Index of Job Satisfaction) developed by Brayfield and Rothe (1951). The original form of the scale includes 18 items. Judge, Locke, Durham, and Kluger (1998) developed a 5-item short form of the scale and this form has become more widely used over time. In this study, a short form of the scale was used (Appendix 1). The scale aims to determine the general job satisfaction level of the participants. Representative items for the scale are “I feel fairly well satisfied with my present job” and “I find real enjoyment in my work”.

3.1.4.3. Job Involvement Scale

Items to measure job involvement were derived from Kanungo (1982) study. Job involvement is measured along one dimension and the scale consists of 10 items (Appendix 1). The scale aims to determine the general job involvement level of the participants. Sample items for the scale are “I am very much involved personally in my job” and “I consider my job to be very central to my existence”.

3.1.4.4. Job Performance Scale

The employees’ perceived performance was assessed with the scale developed by Kirkman and Rosen (1999) and later used by Sigler and Pearson (2000). The job performance scale consists of one dimension and a total of four items (Appendix 1). The scale aims to determine employees’ general perceptions of job performance levels. Representative items for the scale are “I complete my tasks on time” and “I meet or exceed my goals”.

3.1.5. Data Analysis Method

Several methods of data analysis were used to address the research questions. Firstly, the validity and reliability of the scales were tested. For construct validity, confirmatory factor analysis was conducted. Confirmatory factor analysis (CFA) is a type of structural equation modeling (SEM) that deals specifically with measurement models, that is, the relationships between observed measures and latent variables or

factors. It is used when the researcher has some knowledge of the underlying latent variable structure (T. A. Brown, 2015, p. 1; Byrne, 2016, p. 6). In addition, the discriminant and convergent validity of the scales were tested. Convergent validity assesses the degree to which two measures of the same concept are correlated and discriminant validity is the degree to which two conceptually similar concepts are distinct (Hair et al., 2014, p. 124). After validity tests, the internal consistency of scales was assessed via Cronbach's alpha (α) and composite reliability (CR).

Secondly, descriptive statistics such as means and standard deviations were calculated to provide further information about the scales used in the study. Finally, hypothesis tests were carried out in accordance with the purpose of the research. The proposed direct effect hypotheses were assessed using multiple regression analyses. Multiple t-tests or analysis of variance (ANOVA) were used to assess the impact of demographic variables on workplace romance. Analyses were performed with SPSS and AMOS.

3.2. Results

The results in this section are presented in five parts. In these parts, the findings relating to the sample demographics, descriptive statistics, validity and reliability analyses, and test of hypotheses are discussed, respectively.

3.2.1. Sample Demographics

The sample for this study consisted of 581 employees working in several organizations in Jordan. The distribution of the participants according to their demographic characteristics (gender, age, education, marital status, size of organization, tenure, hierarchical status, currently involved in workplace romance, ever involved in workplace romance and ever observed workplace romance) is presented in Table 1.

Table 1. Characteristics of Participants

Variable	N	%
Gender		
female	343	59,0
male	238	41,0
Age (Mean=29; SD=8,15)		
25 years and under	228	39,2
26-30 years	148	25,5
31-35 years	77	13,3
36-40 years	62	10,7
41 years and older	53	9,1
Missing	13	2,2
Education		
high school graduate	65	11,2
associate degree	99	17,1
bachelor's degree	339	58,3
master's or doctorate degree	78	13,4
Marital Status		
married	220	37,9
single	361	62,1
Organization Size		
small company	201	34,6
medium-sized company	214	36,8
large company	166	28,6
Tenure (Mean=6; SD=5,03)		
less than 1 year	95	16,4
1-5 year	218	37,4
6-10 years	165	28,4
more than 10 years	84	14,5
Missing	19	3,3
Hierarchical Status		
employee	269	46,3
supervisor	168	28,9
manager	101	17,4
senior manager / executive	43	7,4
Currently Involved in Workplace Romance		
Yes	283	48,7
No	298	51,3
Ever Involved in Workplace Romance		
Yes	243	41,8
No	338	58,2
Ever Observed Workplace Romance		
Yes	350	60,2
No	231	39,8
TOTAL	**581**	**100**

The participants consisted of 343 females (59%) and 238 males (41%). Participants' ages ranged from 18 to 70 years with the average age being 29 (SD= 8,15). The majority of participants (N= 339, 58,3%) had a bachelor's degree, followed by associate degree (N= 99, 17,1%), master's or doctorate degree (N= 78, 13,4%) and high school graduate (N=65, 11,2%). Sample consisted of 220 married (37,9%) and 361 single (62,1%) participants. 201 participants worked at small companies (34,6%), 214 at medium-sized (36,8%), and 166 at large companies (28,6%). Participants reported having been at their companies from two months to 35 years with the average tenure being 6 years (SD=5,03). The majority of participants (N=269, 46,3%) working as employee, followed by supervisor (N=168, 28,9%), manager (N=101, 17,4%) and senior manager/executive (N=43, 7,4%).

283 participants (48,7%) reported that they were currently involved in a workplace romance while 298 were not (51,3%) and 243 participants (41,8%) reported that they had involved in a workplace romance while 338 had not (58,2%). 350 participants (60,2%) reported that they had observed a coworker involved in a workplace romance while 231 had not (39,8%).

3.2.2. Descriptive Statistics

Before the main hypotheses were examined, a preliminary analysis was conducted to assess participants' evaluations of workplace romance, job satisfaction, job involvement and job performance. Table 2 contains descriptive statistics (means and standard deviations).

According to Table 2, the overall workplace romance perception of the participants is moderate (Mean=2,660). The item with the highest mean regarding the workplace romance perception of the participants is "organizations ought to ignore romantically oriented behavior among coworkers as long as it does not affect productivity" (Mean=2,756) and the item with the lowest mean is "romantic relations foster better communication between the two workers involved" (Mean=2,484).

The overall job satisfaction perception of the participants is also moderate (Mean=2,736). The item with the highest mean regarding job satisfaction is "most days I am enthusiastic about my work" (Mean=2,785) and the item with the lowest mean is "I consider my job rather unpleasant" (Mean=2,620).

Table 2. Descriptive Statistics

Items	Mean	SD	Skewness	Kurtosis
Workplace Romance	***2,660***	***0,912***	***0,256***	***-0,730***
1. Romantic relations foster better communication between the two workers involved.	2,484	1,205	0,397	-0,794
2. Some romantic intimacy among coworkers can create a more harmonious work environment.	2,615	1,141	0,299	-0,712
3. Any worker who directs romantic attention toward another should be reprimanded.*	2,628	1,117	0,257	-0,508
4. Organizations ought to ignore romantically oriented behavior among coworkers as long as it does not affect productivity.	2,756	1,192	0,163	-0,849
5. I would never get romantically involved with a coworker.*	2,747	1,199	0,226	-0,733
6. It is all right for someone to look for a dating or marriage partner at work.	2,752	1,202	0,187	-0,870
7. I would go along with romantically oriented behavior that was common in my workplace.	2,640	1,146	0,239	-0,730
Job Satisfaction	***2,736***	***0,969***	***0,062***	***-0,644***
1. I feel fairly well satisfied with my present job.	2,757	1,268	0,051	-1,101
2. Most days I am enthusiastic about my work.	2,785	1,141	0,080	-0,843
3. Each day of work seems like it will never end.*	2,740	1,183	0,138	-0,852
4. I find real enjoyment in my work.	2,778	1,195	0,076	-0,951
5. I consider my job rather unpleasant.*	2,620	1,116	0,179	-0,726
Job Involvement	***2,687***	***0,943***	***0,287***	***-0,424***
1. The most important things that happen to me involve my present job.	2,780	1,193	0,139	-0,881
2. To me, my job is only a small part of who I am.*	2,818	1,296	0,128	-1,096
3. I am very much involved personally in my job.	2,800	1,222	0,125	-0,960
4. I live, eat and breathe my job.	2,537	1,176	0,444	-0,608
5. Most of my interests are centered around my job.	2,587	1,204	0,389	-0,805
6. I have very strong ties with my present job which would be very difficult to break.	2,676	1,172	0,225	-0,782
7. Usually I feel detached from my job.*	2,568	1,095	0,311	-0,559
8. Most of my personal life goals are job-oriented.	2,673	1,210	0,273	-0,849
9. I consider my job to be very central to my existence.	2,658	1,177	0,245	-0,787
10. I like to be absorbed in my job most of the time.	2,651	1,164	0,208	-0,844
Job Performance	***2,963***	***1,167***	***0,041***	***-1,018***
1. I complete my tasks on time.	2,997	1,278	-0,063	-1,052
2. I meet or exceed my goals.	2,931	1,221	-0,005	-0,929
3. I make sure that products meet or exceed quality standards.	2,940	1,317	0,007	-1,161
4. I respond quickly when problems come up.	2,983	1,326	0,001	-1,110

The overall job involvement perception of the participants is moderate too (Mean=2,687). The item with the highest mean regarding the job involvement is "*to me, my job is only a small part of who I am**" (Mean=2,818) and the item with the lowest mean is "*I live, eat and breathe my job*" (Mean=2,537).

Last, the overall job performance perception of the participants is moderate (Mean=2,963). The item with the highest mean regarding the job performance perception is "*I complete my tasks on time*" (Mean=2,997) and the item with the lowest mean is "*I meet or exceed my goals*" (Mean=2,931).

3.2.3. Validity Analysis

Since all the scales used in the study are existing scales, confirmatory factor analysis was performed to verify the factor structure of measurement items. The factor analysis was conducted with a total sample of 581.

Confirmatory factor analysis was specified with 26 items and four factors. As a result of the confirmatory factor analysis, it was observed that the factor load of an item (*usually I feel detached from my job*) in the job involvement measure was below 0.50, thus negatively affecting the factor structure and goodness of fit. This item was excluded from the analysis and confirmatory factor analysis was repeated (T. A. Brown, 2015, p. 147; Byrne, 2016, p. 89; Hair et al., 2014, p. 115). Besides, within the scope of corrections, covariance was assigned between some items and modifications were made. The confirmatory factor analysis findings obtained for major variables are presented in Figure 2 and Table 3.

Figure 2. Measurement Model

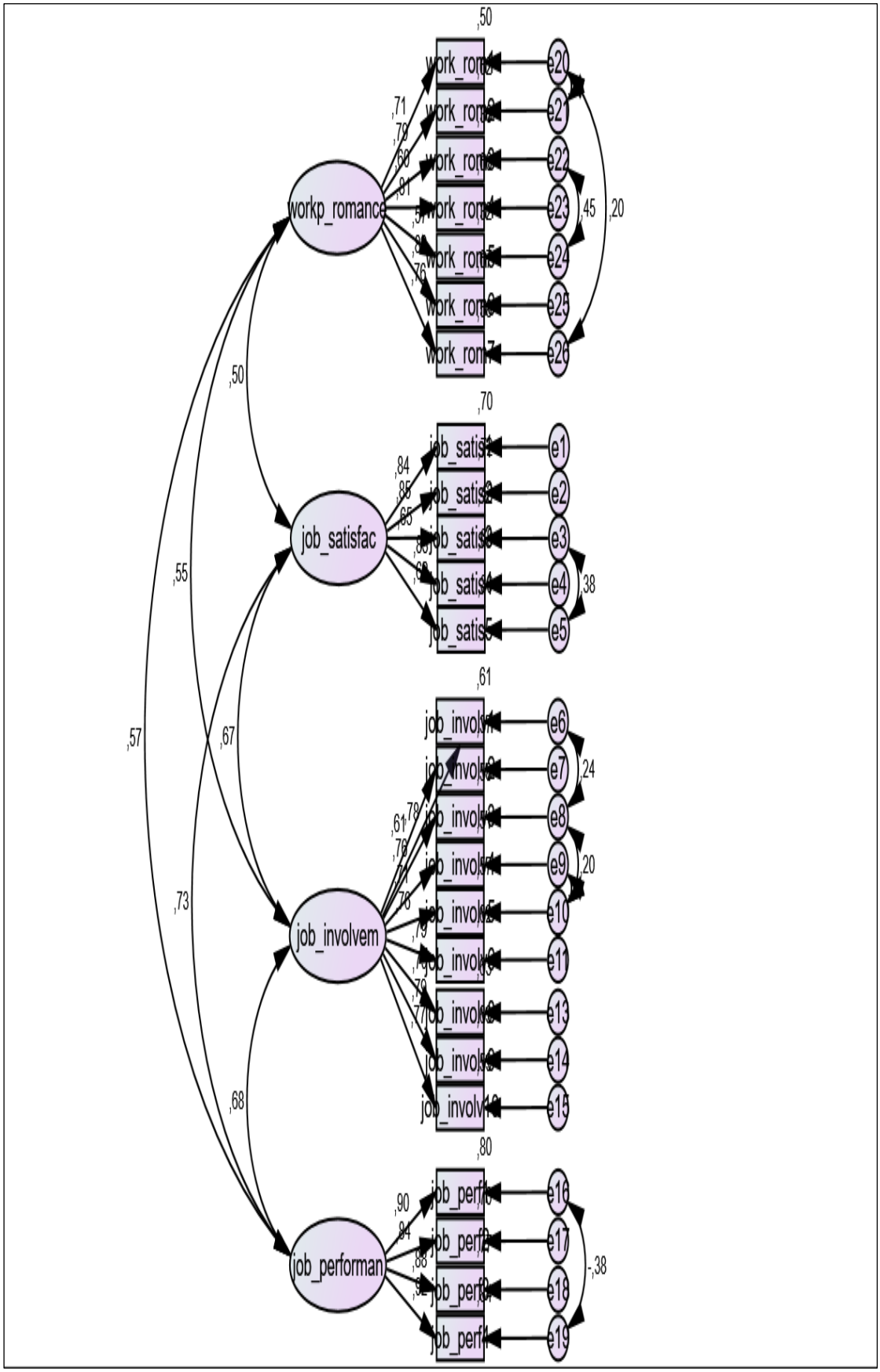


Table 3. Results of Confirmatory Factor Analysis

Items	Unstandardized Estimates	Standardized Estimates	Standard Errors	t-values (C.R.)
Workplace Romance				
1. work_rom1	1,000	**0,710****	-	-
2. work_rom2	1,052	**0,787****	0,051	20,557
3. work_rom3	0,789	**0,603****	0,058	13,507
4. work_rom4	1,138	**0,815****	0,064	17,893
5. work_rom5	0,796	**0,567****	0,063	12,717
6. work_rom6	1,157	**0,821****	0,064	18,018
7. work_rom7	1,021	**0,761****	0,054	18,865
Job Satisfaction				
1. job_satis1	1,000	**0,839****	-	-
2. job_satis2	0,909	**0,847****	0,038	24,142
3. job_satis3	0,728	**0,655****	0,043	16,959
4. job_satis4	0,929	**0,827****	0,040	23,352
5. job_satis5	0,652	**0,621****	0,041	15,868
Job Involvement				
1. job_involv1	1,000	**0,780****	-	-
2. job_involv2	0,846	**0,607****	0,056	14,981
3. job_involv3	1,002	**0,762****	0,045	22,433
4. job_involv4	0,903	**0,715****	0,050	18,058
5. job_involv5	0,977	**0,756****	0,051	19,307
6. job_involv6	0,993	**0,789****	0,049	20,400
7. job_involv8	1,032	**0,794****	0,050	20,564
8. job_involv9	1,004	**0,793****	0,049	20,542
9. job_involv10	0,957	**0,765****	0,049	19,657
Job Performance				
1. job_performan1	1,000	**0,897****	-	-
2. job_performan2	0,892	**0,837****	0,033	27,201
3. job_performan3	1,006	**0,875****	0,034	29,593
4. job_performan4	1,062	**0,919****	0,036	29,303

Note: *p<0,05; **p<0,01; N=581

First, in confirmatory factor analysis, t-values are examined within the scope of the significance of factor loadings. A t-value above ±1,96 indicates significance at the 0,05 level, and a t-value above ±2,58 indicates significance at the 0,01 level. However, researchers state that the factor load of the statements should be 0,50 or greater in order to ensure validity (Hair et al., 2014, p. 115; Kline, 2016, p. 51).

Second, model fit is examined. When examining the fit of a model, various indices are used, each of which addresses a different aspect of model fit. For this reason, five different fit indices of the model were used; chi-square fit test ($\chi 2/df$), the goodness of fit index (GFI), the adjusted goodness of fit index (AGFI), the comparative fit index

(CFI), and the root mean square error of approximation (RMSEA). Researchers suggested that $\chi 2/df$ value below 5; GFI and AGFI values above 0,85; CFI value above 0,95 and RMSEA value below 0,08 indicate a good model fit (Byrne, 2016, pp. 90-102; Hu & Bentler, 1999, pp. 10-11; Kline, 2016, pp. 265-280; Schumacker & Lomax, 2016, pp. 112-118).

According to the confirmatory factor analysis findings in Table 3, all t-values are greater than ±2,58 and therefore significant. In addition, it was determined that all factor loads were higher than the threshold value of 0,50. The findings show that all items loaded significantly onto their proposed factors and all factor loads calculated for the items are valid at a significance level of 0,01 (Hair et al., 2014, p. 115; Kline, 2016, p. 51). The goodness of fit values obtained by confirmatory factor analysis is presented in Table 4.

Table 4. Goodness of Fit Values

Fit Indices	Model Value	Acceptance Value
chi-square fit test ($\chi 2/df$)	(592,583/261) 2,270	≤ 5
the goodness of fit index (GFI)	0,923	≥ 0,850
the adjusted goodness of fit index (AGFI)	0,904	≥ 0,850
the comparative fit index (CFI)	0,966	≥ 0,900
the root mean square error of approximation (RMSEA)	0,047	≤ 0,080

The confirmatory factor analysis results for the fit of measurement model were $\chi 2/df$=2,270, GFI=0,923, AGFI=0,904, CFI=0,966 and RMSEA=0,047. These indices were satisfactory. Therefore, construct validity was obtained for the 7-item workplace romance, 5-item job satisfaction, 9-item job involvement, and 4-item perceived job performance scales with confirmatory factor analysis.

After the construct validity of the scales, convergent and discriminant validity were also tested. Convergent and discriminant validity are used to determine whether the items used in the measurement represent the factors they are included in. Convergent validity tests whether the scales used in the research measure different concepts and convergent validity tests to what extent the items in the same scale are related (Hair et al., 2014, p. 124).

In order to determine convergent and discriminant validity, composite reliability (CR), average variance extracted (AVE), and the correlations between the variables are calculated. The AVE value indicates the total variance explained by each latent variable

in the observed variables. On the other hand, the CR value is similar to Cronbach's alpha value and indicates the internal reliability of the observed variables loaded on the latent variable (Fornell & Larcker, 1981, p. 45; Hair et al., 2014, p. 605). AVE values, CR values, and correlations between variables are presented in Table 5.

Table 5. Results of Convergent and Discriminant Validity

Construct	AVE	CR	1	2	3	4
1. Workplace Romance	0,532	0,887	**0,730[a]**			
2. Job Satisfaction	0,584	0,873	0,501**	**0,764[a]**		
3. Job Involvement	0,567	0,922	0,552**	0,674**	**0,753[a]**	
4. Job Performance	0,779	0,934	0,568**	0,734**	0,676**	**0,883[a]**

Note: *p<0,05; **p<0,01; N=581; AVE= average variance extracted, CR= composite reliability.
The diagonal values (a) are the square root of the average variance extracted (AVE).

Convergent validity is provided by having an AVE value above 0,50 and a CR value above 0,70 for all variables (Fornell & Larcker, 1981, pp. 45-46; Hair et al., 2014, p. 605). As seen in Table 5, all AVE values for the variables are above 0,50, and CR values are above 0,70. Therefore, it was determined that the convergent validity conditions of the variables used in the research were met. All these values combined together indicate an excellent convergent validity of each variable.

The discriminant validity is provided when the square root of AVE of a variable is greater than the correlation of that variable with other variables (Fornell & Larcker, 1981, pp. 45-46; Hair et al., 2014, p. 605). According to Table 5, the square root of the AVE of each variable is greater than the correlation between the variable and other variables. This finding indicates that the variables used in the study have discriminant validity.

3.2.4. Reliability Analysis

Reliability means that all the components in a scale measure the same variable, and it defines the degree of internal consistency of a measurement (Nunnally & Bernstein, 1994, p. 93). In other words, reliability indicates the degree of precision of the scores obtained from a specific sample for a scale (Kline, 2016, p. 90).

Generally, reliability is measured by calculating the Cronbach's alpha (α) for a scale. Cronbach's alpha is a value that shows how accurate the measurement is. Ensuring reliability for a scale depends on the Cronbach's alpha value is 0,70 or greater (Kline,

2016, p. 92; Morgan, Leech, Gloeckner, & Barrett, 2011, p. 135; Nunnally & Bernstein, 1994, p. 265). The Cronbach's alpha values calculated for the scales are presented in Table 6.

Table 6. Results of Reliability Analyses

Construct	Number of Items	Cronbach's alfa (α)
Workplace Romance	7	0,892
Job Satisfaction	5	0,878
Job Involvement	9	0,922
Job Performance	4	0,929

According to Table 6, the scales' reliability values (α) are above the threshold value of 0,70. It means the scales used to collect data are reliable in order to obtain accurate data. In other words, the reliability of the scales was ensured.

3.2.5. Tests of Hypotheses

The main purpose of this study is to determine the effects of perceived workplace romance on job satisfaction, job involvement, and job performance. Hypotheses generated for this purpose were assessed using multiple regression analyses. The secondary purpose of the study is to determine whether the perception of workplace romance of employees differs according to demographic characteristics. Multiple t-tests or analysis of variance (ANOVA) were used to assess the effect of demographic variables on workplace romance.

Before the hypotheses were examined, data screening was conducted to ensure the data conform to assumptions regarding the suitability of parametric tests. Data screening included assessment of data normality and evaluation of multicollinearity (Tabachnick & Fidell, 2013, p. 60).

Skewness and kurtosis values were generated for both dependent and independent variables to assess data normality. To ensure normal distribution, the skewness and kurtosis values should be between -1.5 and +1.5 (Tabachnick & Fidell, 2013, p. 79). As a result, all skewness and kurtosis values were in the expected range, and the normal distribution condition was met (Table 1).

Whether there is a multicollinearity between the independent variables was examined with VIF and tolerance values. To avoid multicollinearity, the VIF value must be less than 10 and the tolerance value greater than 0,100 (Hair et al., 2014, p. 200;

Kline, 2016, p. 71; Sekaran & Bougie, 2016, p. 316). For workplace romance, which is the independent variable of the research, the VIF value was 1,061, and the tolerance value was 0,942 showing there is no multicollinearity (Table 7).

3.2.5.1. Effect of Workplace Romance on Job Satisfaction, Job Involvement and Job Performance (H1 to H3)

The findings of the regression analyses carried out to determine the effect of workplace romance perceived by employees on job satisfaction, job involvement and job performance, are presented in Table 7.

Table 7. Results of Regression Analyses

Variables	Dependent Variables		
	Job Satisfaction ***β***	***Job Involvement*** ***β***	***Job Performance*** ***β***
Control Variables			
Gender	0,046	-0,034	-0,028
Age	0,013	0,013	0,023
Education	0,113*	0,044	0,094
Marital Status	0,010	0,089	0,034
Size of Organization	0,023	0,007	0,029
Tenure	-0,023	0,015	-0,053
Independent Variable			
Workplace Romance VIF=1,061 Tolerance=0,942	**0,437****	**0,522****	**0,521****
F Value	22,880**	29,685**	33,505**
R^2	0,226	0,274	0,299
Adjusted R^2	0,216	0,265	0,290
Durbin-Watson	1,718	1,878	1,824

Note: *p<0,05; **p<0,01; N=581

Table 7 shows the regression results for hypotheses 1, 2 and 3, which stated that employees' positive perception of workplace romance would enhance job satisfaction, job involvement and job performance. Both of these hypotheses were confirmed, showing positive significant relationships between workplace romance and job satisfaction (H1:β=0,437,p<0,01), job involvement (H2:β=0,522,p<0,01) and job performance (H3:β=0,521,p<0,01). In addition, according to the regression analysis findings, the explained variance of job satisfaction was 21,6% (R^2=0,216), the explained

variance of job involvement was 26,5% (R^2=0,265), and the explained variance of job performance was 29% (R^2=0.290).

When employees perceive romantic relationship in the workplace as favorable, they report more job satisfaction, more job involvement and perceive higher performance. In other words, a positive perception of workplace romance positively affects employee attitudes such as job satisfaction, job involvement, and perceived job performance.

3.2.5.2. Effect of Demographic Characteristics on Workplace Romance (H4 to H13)

Hypothesis 4 predicted that workplace romance perception of employees would differ according to gender. A t-test was computed to determine if a statistical difference exists between the scale means for (1)females and (2)males. Results of the t-test are presented in Table 8.

Table 8. Workplace Romance According to Gender

Variable	Gender	Mean	SD	t-value	p value
Workplace Romance	Female *(n=343)*	2,611	0,896	-1,575	0,116
	Male *(n=238)*	2,731	0,932		

Note: *p<0,05; **p<0,01; N=581; df=579

As Table 8 shows, no significant differences were found in the responses of females and males with regard to their reported perceptions of workplace romance (t(579)=-1,575, p>0,05). Therefore, hypothesis 4 was not supported.

Hypothesis 5 predicted that workplace romance perception of employees would differ according to age. Participants filled in their age in years on the questionnaire, and the average age was 29. To compare different age groups, the sample was split into five groups: (1) 25 years and under, (2) 26-30 years, (3) 31-35 years, (4) 36-40 years, and (5) 41 years and older. An ANOVA analysis was conducted to determine if a statistical difference exists between the scale means for age groups. Results of the ANOVA analysis are presented in Table 9.

Table 9. Workplace Romance According to Age

Variable	Age	Mean	SD	F test	p value	Post Hoc (LSD)
Workplace Romance	25 years and under[1] *(n=228)*	2,600	0,887	2,194	0,068	
	26-30 years[2] *(n=148)*	2,714	0,937			
	31-35 years[3] *(n=77)*	2,688	0,923			
	36-40 years[4] *(n=62)*	2,608	0,941			
	41 years and older[5] *(n=53)*	2,995	0,818			

Note: *p<0,05; **p<0,01; N=568; df=567

As Table 9 shows, it has been determined that the workplace romance perceptions of the employees did not differ according to age groups (F(567)=2,194, p>0,05). Therefore, hypothesis 5 was not supported.

Hypothesis 6 predicted that workplace romance perception of employees would differ according to education level. An ANOVA analysis was conducted to determine if a statistical difference exists between the scale means for employees with (1)high school graduate, (2)associate degree, (3)bachelor's degree, and (4)master's or doctorate degree. Results of the ANOVA analysis are presented in Table 10.

Table 10. Workplace Romance According to Education

Variable	Education	Mean	SD	F test	p value	Post Hoc (LSD)
Workplace Romance	high school graduate[1] *(n=65)*	2,253	0,905	**5,736****	**0,001**	1-2**
	associate degree[2] *(n=99)*	2,791	0,970			1-3**
	bachelor's degree[3] *(n=339)*	2,668	0,867			1-4**
	master's or doctorate degree[4] *(n=78)*	2,799	0,953			

Note: *p<0,05; **p<0,01; N=581; df=580

As shown in Table 10, significant differences were found regarding the perception of workplace romance. There was a significant difference in the scores on the workplace romance between the group with a high school graduate and the other groups (F(580)=5,736, p<0,01). Participants with a high school graduate (Mean=2,253) reported weaker perceived workplace romance than the participants with an associate degree (Mean=2,791), bachelor's degree (Mean=2,668), or master's and doctorate degree (Mean=2,799). In other words, participants with a high school graduate perceive workplace romance more negatively than others. Therefore, hypothesis 6 was supported.

Hypothesis 7 predicted that workplace romance perception of employees would differ according to marital status. A t-test was computed to determine if a statistical

difference exists between the scale means for (1)married and (2)single participants. Results of the t-test are presented in Table 11.

Table 11. Workplace Romance According to Marital Status

Variable	Marital Status	Mean	SD	t-value	p value
Workplace Romance	Married *(n=220)*	2,824	0,886	**3,408****	**0,001**
	Single *(n=361)*	2,560	0,913		

Note: *p<0,05; **p<0,01; N=581; df=579

As Table 11 shows, there is a significant difference in the workplace romance perception between married and single employees (t(579)=3,408, p<0,01). Married participants (Mean=2,824) reported stronger perceived workplace romance than single participants (Mean=2,560). It means, married participants perceive romantic relationship in the workplace as favorable than single participants. Therefore, hypothesis 7 was supported.

Hypothesis 8 predicted that workplace romance perception of employees would differ according to the size of the organization. An ANOVA analysis was conducted to determine if a statistical difference exists between the scale means for (1)small, (2)medium-sized, and (3)large company employees. Results of the ANOVA analysis are presented in Table 12.

Table 12. Workplace Romance According to Size of Organization

Variable	Size of Organization	Mean	SD	F test	p value	Post Hoc (LSD)
Workplace Romance	Small company[1] *(n=201)*	2,512	0,951	**6,175****	**0,002**	1-3**
	Medium-sized company[2] *(n=214)*	2,656	0,913			2-3*
	Large company[3] *(n=166)*	2,845	0,833			

Note: *p<0,05; **p<0,01; N=581; df=580

As shown in Table 12, significant differences were found regarding the perception of workplace romance. There was a significant difference in the scores of the workplace romance between the participants working in large companies and others (F(580)=6,175, p<0,01). Participants working in large companies (Mean=2,845) reported stronger perceived workplace romance than the participants working in small companies (Mean=2,512) or medium-sized companies (Mean=2,656). It means participants working in large companies perceive workplace romance more positively

than participants working in small companies or medium-sized companies. Therefore, hypothesis 8 was supported.

Hypothesis 9 predicted that workplace romance perception of employees would differ according to tenure. Participants filled in their tenure in years on the questionnaire, and the average tenure was 6. To compare different tenure groups, the sample was split into four groups: (1)less than 1 year, (2)1-5 years, (3)6-10 years, and (4)more than 10 years. An ANOVA analysis was conducted to determine if a statistical difference exists between the scale means for tenure groups. Results of the ANOVA analysis are presented in Table 13.

Table 13. Workplace Romance According to Tenure

Variable	Tenure	Mean	SD	F test	p value	Post Hoc (LSD)
Workplace Romance	less than 1 year[1] *(n=95)*	2,799	0,853	1,097	0,350	
	1-5 years[2] *(n=218)*	2,672	0,878			
	6-10 years[3] *(n=165)*	2,599	0,964			
	more than 10 years[4] *(n=84)*	2,738	0,921			

Note: *p<0,05; **p<0,01; N=562, df=561

As Table 13 shows, it has been determined that the workplace romance perceptions of the employees did not differ according to tenure groups (F(561)=1,097, p>0,05). Therefore, hypothesis 9 was not supported.

Hypothesis 10 predicted that workplace romance perception of employees would differ according to hierarchical status. An ANOVA analysis was conducted to determine if a statistical difference exists between the scale means for (1)employees, (2)supervisors, (3)managers, and (4)senior managers or executives. Results of the ANOVA analysis are presented in Table 14.

Table 14. Workplace Romance According to Hierarchical Status

Variable	Hierarchical Status	Mean	SD	F test	p value	Post Hoc (LSD)
Workplace Romance	Employee[1] *(n=269)*	2,679	0,874	0,153	0,928	
	Supervisor[2] *(n=168)*	2,621	0,896			
	Manager[3] *(n=101)*	2,676	0,900			
	Senior manager/executive[4] *(n=43)*	2,658	1,220			

Note: *p<0,05; **p<0,01; N=581; df=580

As Table 14 shows, it has been determined that the workplace romance perceptions of the employees did not differ according to the hierarchical status of employees (F(580)=0,153, p>0,05). Therefore, hypothesis 10 was not supported.

Hypothesis 11 predicted that workplace romance perception of employees would differ according to whether currently involved in workplace romance. A t-test was computed to determine if a statistical difference exists between the scale means for employees (1)currently have involved in workplace romance and (2)currently have not. Results of the t-test are presented in Table 15.

Table 15. Workplace Romance According to Whether Currently Involved

Variable	Whether Currently Involved	Mean	SD	t-value	p value
Workplace Romance	Currently involved *(n=283)*	2,773	0,818	**3,084****	**0,002**
	Currently not involved *(n=298)*	2,540	0,992		

Note: *p<0,05; **p<0,01; N=581; df=579

As Table 15 shows, there is a significant difference in the workplace romance perception between participants who currently have and have not been involved in workplace romance (t(579)=3,084, p<0,01). Participants who currently have been involved in workplace romance (Mean=2,773) reported stronger perceived workplace romance than participants who currently have not (Mean=2,540). In other words, those who have been involved in a workplace romance evaluated workplace romance in general as significantly more positive than those who have not been involved in a workplace romance. Therefore, hypothesis 11 was supported.

Hypothesis 12 predicted that employees' workplace romance perception would differ according to whether ever involved in workplace romance. A t-test was computed to determine if a statistical difference exists between the scale means for employees (1) who had been involved in workplace romance and (2) who had not. Results of the t-test are presented in Table 16.

Table 16. Workplace Romance According to Whether Ever Involved

Variable	Whether Ever Involved	Mean	SD	t-value	p value
Workplace Romance	Had been involved *(n=243)*	2,647	0,999	-0,289	0,778
	Had not been involved *(n=338)*	2,669	0,846		

Note: *p<0,05; **p<0,01; N=581; df=579

As Table 16 shows, no significant differences were found in the responses of participants who had and had not been involved in a workplace romance with regard to their reported perceptions of workplace romance (t(579)=-0,289, p>0,05). Therefore, hypothesis 12 was not supported.

Hypothesis 13 predicted that workplace romance perception of employees would differ according to whether ever observed workplace romance. A t-test was computed to determine if a statistical difference exists between the scale means for employees (1) who had observed workplace romance and (2) who had not. Results of the t-test are presented in Table 17.

Table 17. Workplace Romance According to Whether Ever Observed

Variable	Whether Ever Observed	Mean	SD	t-value	p value
Workplace Romance	Had observed *(n=350)*	2,715	0,952	1,802	0,072
	Had not observed *(n=231)*	2,576	0,844		

Note: *p<0,05; **p<0,01; N=581; df=579

As Table 17 shows, no significant differences were found in the responses of participants who had and had not observed a workplace romance with regard to their reported perceptions of workplace romance (t(579)=1,802, p>0,05). Therefore, hypothesis 13 was not supported.

CONCLUSION

This study was conducted to further understanding of the consequences of workplace romance in organizations. The purpose of this study is to determine the effects of the employees' perception of workplace romance. In this context, the effects of perceived workplace romance on job satisfaction, job involvement and job performance were investigated.

The sample for this study consisted of 581 employees working in several organizations in Jordan. The distribution of the participants according to their demographic characteristics (gender, age, education, marital status, size of organization, tenure, hierarchical status, currently involved in workplace romance, ever involved in workplace romance and ever observed workplace romance)

Accordingly, the following results were obtained the regression results for hypotheses 1, 2 and 3, which stated that employees' positive perception of workplace romance would enhance job satisfaction, job involvement and job performance. Both of these hypotheses were confirmed, showing positive significant relationships between workplace romance and job satisfaction (H1:β=0,437,p<0,01), job involvement (H2:β=0,522,p<0,01) and job performance (H3:β=0,521,p<0,01). In addition, according to the regression analysis findings, the explained variance of job satisfaction was 21,6% the explained variance of job involvement was 26,5% , and the explained variance of job performance was 29%.

The item with the highest mean regarding the workplace romance perception of the prticipants is "organizations ought to ignore romantically oriented behavior among coworkers as long as it does not affect productivity" (Mean=2,756) and the item with the lowest mean is "romantic relations foster better communication between the two workers involved" (Mean=2,484).

The overall job satisfaction perception of the participants is also moderate (Mean=2,736). The item with the highest mean regarding job satisfaction is "most days I am enthusiastic about my work" (Mean=2,785) and the item with the lowest mean is "I consider my job rather unpleasant" (Mean=2,620).

The overall job involvement perception of the participants is moderate too (Mean=2,687). The item with the highest mean regarding the job involvement is “to me, my job is only a small part of who I am*” (Mean=2,818) and the item with the lowest mean is “I live, eat and breathe my job” (Mean=2,537).

Last, the overall job performance perception of the participants is moderate (Mean=2,963). The item with the highest mean regarding the job performance perception is “I complete my tasks on time” (Mean=2,997) and the item with the lowest mean is “I meet or exceed my goals” (Mean=2,931).

The participants consisted of (59%) females and (41%) males there were no significant differences were found in the responses of females and males with regard to their reported perceptions of workplace romance ($t(579)=-1,575$, $p>0,05$). Therefore, hypothesis 4 was not supported.

Participants’ ages ranged from 18 to 70 years with the average age being 29 (SD= 8,15). study has been determined that the workplace romance perceptions of the employees did not differ according to age groups ($F(567)=2,194$, $p>0,05$). Therefore, hypothesis 5 was not supported.

The majority of participants (58,3%) had a bachelor's degree, followed by associate degree (17,1%), master's or doctorate degree (13,4%) and high school graduate (11,2%). There was a significant difference in the scores on the workplace romance between the group with a high school graduate and the other groups ($F(580)=5,736$, $p<0,01$). Participants with a high school graduate (Mean=2,253) reported weaker perceived workplace romance than the participants with an associate degree (Mean=2,791), bachelor's degree (Mean=2,668), or master's and doctorate degree (Mean=2,799). In other words, participants with a high school graduate perceive workplace romance more negatively than others. Therefore, hypothesis 6 was supported.

Sample consisted of (37,9%) married and (62,1%) single (62,1%) participants. there is a significant difference in the workplace romance perception between married and single employees ($t(579)=3,408$, $p<0,01$). Married participants (Mean=2,824) reported stronger perceived workplace romance than single participants (Mean=2,560).

It means, married participants perceive romantic relationship in the workplace as favorable than single participants. Therefore, hypothesis 7 was supported.

As (34,6%) participants worked at small companies , (36,8%) at medium-sized, and (28,6%). at large companies. significant differences were found regarding the perception of workplace romance. There was a significant difference in the scores of the workplace romance between the participants working in large companies and others ($F(580)=6,175$, $p<0,01$). Participants working in large companies (Mean=2,845) reported stronger perceived workplace romance than the participants working in small companies (Mean=2,512) or medium-sized companies (Mean=2,656). It means participants working in large companies perceive workplace romance more positively than participants working in small com-panies or medium-sized companies. Therefore, hypothesis 8 was supported.

Participants reported having been at their companies from two months to 35 years with the average tenure being 6 years (SD=5,03). it has been determined that the workplace romance perceptions of the employees did not differ according to tenure groups ($F(561)=1,097$, $p>0,05$). Therefore, hypothesis 9 was not supported.

it has been determined that the workplace romance perceptions of the employees did not differ according to the hierarchical status of employees ($F(580)=0,153$, $p>0,05$). Therefore, hypothesis 10 was not supported.

The majority of participants (46,3%) working as employee, followed by supervisor (28,9%), manager (17,4%) and senior manager/executive (7,4%).

(48,7%) of participants reported that they were currently involved in a workplace romance while (51,3%) and (41,8%) participants reported that they had involved in a workplace romance while (58,2%) had not. (60,2%) of participants reported that they had observed a coworker involved in a workplace romance while(39,8%) had not. , there is a significant difference in the workplace romance perception between participants who currently have and have not been involved in workplace romance ($t(579)=3,084$, $p<0,01$). Participants who currently have been involved in workplace romance (Mean=2,773) reported stronger perceived workplace romance than participants who currently have not (Mean=2,540). In other words, those who have been involved in a workplace romance evaluated workplace romance in

general as significantly more positive than those who have not been involved in a workplace romance. Therefore, hypothesis 11 was supported

There were no significant differences were found in the responses of participants who had and had not been involved in a workplace romance with regard to their reported perceptions of workplace romance (t(579)=-0,289, p>0,05). Therefore, hypothesis 12 was not supported.

As there were significant differences were found in the responses of participants who had and had not observed a workplace romance with regard to their reported perceptions of workplace romance (t(579)=1,802, p>0,05). Therefore, hypothesis 13 was not supported.

Workplace romances is a new concept that has been studied in bussiness and organizational behavior research in recent years, therefore it's not clear what the consequences of such relationships have in the workplace.

In addition, the concepet of job satisfaction, job involvement and job performance are investigated as the effect of romantic relationship.

This study findings had contribute to the practice for each of the employees, managers and organizations as it helps to understand the positive and negative effects of romantic relationships in the work environment, so institutions pay more attention to this type of relationships and determine the appropriate way to deal with them if they affect performance, as for employees, this study helps them to be aware and anticipate the consequences that may occur if they were involved in a romantic relationship at work or even avoid it.

The study showed that there is a positive perception among employees about romantic relationships in the workplace, Therefore, the findings obtained When employees perceive romantic relationship in the workplace as favorable, they report more job satisfaction, more job involvement and perceive higher performance. In other word, a positive perception of workplace romance positively affects employee attitudes such as job satisfaction, job involvement, and perceived job performance.

This study works on enriching scientific research libraries with research related to this type of relationship and significant contributions Hopfully to be enough to help organizational behavior researchers conduct more specialized researchs.

In this study, the researcher faced some limitations as the scope of the research includes employees working in different organizations in Jordan. Therefore, the findings obtained from the research is limited to the sample Research data were obtained from employees working in different organizations. In addition that the data were obtained from different types of employees, supervisors and managers and includes information from employees in several industries.

In the study, only the direct effect of workplace romance on employee attitudes are examined. Different findings can be obtained by examining the indirect effects.

Moreover employees participated in the research voluntarily. Response bias may have occurred due to voluntary participation. Response bias may limit the generalizability of research findings.

Recommendations:

To complement and develop the current research, the researcher recommend conducting research data with customized samples that focus on a specific work sector to obtain more accurate results, in addition, obtaining data from one organizational level of employees and a specific type of industry. The researcher also suggests examining the indirect effects of romance in the workplace to obtain Diverse and varied results.

Supervisors of postgraduate research in universities should direct students and researchers to subjects that have not been sufficiently studied, and it is considered The Consequences Of Workplace Romance In Organizations one of them.

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APPENDICES

APPENDIX 1: Questionnaire

Dear Participant,

This survey is part of a dissertation (M.Sc.) research in the Business Administration program at the Karabuk University, Turkey. This research deals with employees' perceptions of various aspects of their work. Your participation in completing this survey is purely voluntary, and the results will not be shared with anybody. Your participation is completely anonymous--there is no need to include your name on this survey. The survey should take about 7-8 minutes to complete.

Thank you very much for your help!

Maysoon SHEHADEH
M.Sc. Candidate in Business Administration
Karabuk University, Turkey

Supervisor: Assoc. Prof. Dr. Ozan BÜYÜKYILMAZ
Karabuk University, Faculty of Business, Department of Business Administration

The following statements are designed to measure your general impressions of workplace romance. Please, rate the degree to which you AGREE or DISAGREE with each statement. (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. Romantic relations foster better communication between the two workers involved.	(1)	(2)	(3)	(4)	(5)
2. Some romantic intimacy among coworkers can create a more harmonious work environment.	(1)	(2)	(3)	(4)	(5)
3. Any worker who directs romantic attention toward another should be reprimanded.*	(1)	(2)	(3)	(4)	(5)
4. Organizations ought to ignore romantically oriented behavior among coworkers as long as it does not affect productivity.	(1)	(2)	(3)	(4)	(5)
5. I would never get romantically involved with a coworker.*	(1)	(2)	(3)	(4)	(5)
6. It is all right for someone to look for a dating or marriage partner at work.	(1)	(2)	(3)	(4)	(5)
7. I would go along with romantically oriented behavior that was common in my workplace.	(1)	(2)	(3)	(4)	(5)

The following statements are designed to measure your general impressions of your job satisfaction. Please, rate the degree to which you AGREE or DISAGREE with each statement. (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. I feel fairly well satisfied with my present job.	(1)	(2)	(3)	(4)	(5)
2. Most days I am enthusiastic about my work.	(1)	(2)	(3)	(4)	(5)
3. Each day of work seems like it will never end.*	(1)	(2)	(3)	(4)	(5)
4. I find real enjoyment in my work.	(1)	(2)	(3)	(4)	(5)
5. I consider my job rather unpleasant.*	(1)	(2)	(3)	(4)	(5)

The following statements are designed to measure your general impressions of your job involvement. Please, rate the degree to which you AGREE or DISAGREE with each statement. (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. The most important things that happen to me involve my present job.	(1)	(2)	(3)	(4)	(5)
2. To me, my job is only a small part of who I am.*	(1)	(2)	(3)	(4)	(5)
3. I am very much involved personally in my job.	(1)	(2)	(3)	(4)	(5)
4. I live, eat and breathe my job.	(1)	(2)	(3)	(4)	(5)
5. Most of my interests are centered around my job.	(1)	(2)	(3)	(4)	(5)
6. I have very strong ties with my present job which would be very difficult to break.	(1)	(2)	(3)	(4)	(5)
7. Usually I feel detached from my job.*	(1)	(2)	(3)	(4)	(5)
8. Most of my personal life goals are job-oriented.	(1)	(2)	(3)	(4)	(5)
9. I consider my job to be very central to my existence.	(1)	(2)	(3)	(4)	(5)
10. I like to be absorbed in my job most of the time.	(1)	(2)	(3)	(4)	(5)

The following statements are designed to measure your general impressions of your job performance. Please, rate the degree to which you AGREE or DISAGREE with each statement. (1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree)	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. I complete my tasks on time.	(1)	(2)	(3)	(4)	(5)
2. I meet or exceed my goals.	(1)	(2)	(3)	(4)	(5)
3. I make sure that products meet or exceed quality standards.	(1)	(2)	(3)	(4)	(5)
4. I respond quickly when problems come up.	(1)	(2)	(3)	(4)	(5)

Demographic Information Please answer the following questions about yourself.		
1. what is your gender?	( ) female	( ) male
2. what is your age?	……	
3. what is your education?	( ) high school graduate ( ) bachelor's degree	( ) associate degree ( ) Master's or doctorate degree
4. what is your marital status?	( ) married	( ) single
5. what is the size of your organization?	( ) small company ( ) large company	( ) medium-sized company
6. how long have you worked at this organization?	……. years …….. months	
7. what is your level in your organization?	( ) employee ( ) manager	( ) supervisor ( ) senior manager / executive
8. I am currently involved with (e.g., dating, married to) another individual who is currently employed at my workplace.	( ) YES	( ) NO
9. Have you EVER been involved in a workplace romance? That is, were you at one time involved in a workplace romance that has now ended?	( ) YES	( ) NO
10. Have you ever observed a romance at your current workplace?	( ) YES	( ) NO

CURRICULUM VITAE

PERSONAL INFORMATION

Maysoon SHEHADEH (Amman, Jordan)

EDUCATION

- Master of Business Administration Karabük University, Karabuk (Turkey) (10 Jun 2020 – Present)

- Bachelor of Management Information system Balqa' Applied University/ Amman collage, Amman (Jordan) (20 May 2018)

WORK EXPERIENCE

(2 Oct 2018– 10 May 2019) Trainer at Jordanian Islamic Bank

(Sep 2019 –May 2020) marketing employee at TURMA À VIDA

(oct 2020- feb 2021) E-content management & data entry at ROYALISTA

LANGUAGES

Mother tongue(s): Arabic

Foreign language(s): English ,Turkish

TOMER- Karabuk University, Turkish language course: C1