Mixing Love with Work: Do Perceptions of Workplace Romance of Employees Affect Their Attitudes Towards Job?[*]

Ozan Büyükyılmaz[1][♦], Maysoon Jehad Said Shehadeh[2]

[1] Assoc. Prof., Karabük University, Karabük, Türkiye / ozanbuyukyilmaz@karabuk.edu.tr.

[2] Postgraduate, Karabük University, Karabük, Türkiye / maysoonjehad@outlook.com.

Abstract: The study focuses on workplace romance in organizations and the consequences of workplace romance as perceived by employees. The purpose of the study is to determine the impact of workplace romance on employees' job satisfaction, job involvement and job performance. The data used in the study were 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 was evaluated using multiple regression analyses. As a result of the study, it was found that employees' positive perception of workplace romance has a positive effect on both job satisfaction, job involvement and job performance.

Aşk ile İşi Karıştırmak: Çalışanların İşyeri Romantizmine İlişkin Algıları İşe Yönelik Tutumlarını Etkiler mi?

Ozan Büyükyılmaz[1][♦], Maysoon Jehad Said Shehadeh [2]

[1] Doç. Dr. , Karabük Üniversitesi, Karabük, Türkiye / ozanbuyukyilmaz@karabuk.edu.tr.

[2] Yüksek Lisans Öğrencisi, Karabük Üniversitesi, Karabük, Türkiye / maysoonjehad@outlook.com.

Özet: Bu çalışma, örgütlerde deneyimlenen işyeri romantizmine ve çalışanların işyeri romantizmi algısının örgütsel sonuçlarına odaklanmaktadır. Çalışmanın amacı, işyeri romantizminin çalışanların iş tatmini, işe bağlılık ve iş performansı üzerindeki etkisini belirlemektir. 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. Araştırma sonucunda, çalışanların işyeri romantizmine yönelik olumlu algılarının hem iş tatmini, hem işe bağlılık hem de iş performansı üzerinde olumlu etkisi olduğu tespit edilmiştir.

GENİŞLETİLMİŞ ÖZET

Araştırma Problemi

İşyeri romantizmi, iş ve örgütsel davranış araştırmalarında son yıllarda incelenmeye başlanan yeni bir kavramdır. Dolayısıyla romantik ilişkilerin işyerinde ne tür sonuçları olduğu net değildir. Bu nedenle, işyerinde romantizmi ve romantik ilişkilerin sonuçlarına ilişkin gerçekleştirilecek bir çalışmanın hem literatüre hem de uygulamaya önemli katkılar sağlayacağı söylenebilir. Bu gerekçe ile bu çalışma, işyeri romantizminin çalışanların iş tatmini, işe bağlılık ve iş performansı üzerindeki etkisini belirlemeyi amaçlamaktadır.

Araştırma Soruları

Araştırmanın temel problemi "Çalışanların işyerindeki romantik ilişkilere bakış açısı iş tutumlarını etkilemekte midir?" şeklindedir. Ana problemden hareketle çalışmada üç farklı cevaplanmaya çalışılmaktadır; (1)"Çalışanların işyeri romantizmi algısının iş tatmini üzerinde etkisi var mıdır?", (2)"Çalışanların işyeri romantizmi algısının işe bağlılık üzerinde etkisi var mıdır?" ve (3)"Çalışanların işyeri romantizmi algısının iş performansı üzerinde etkisi var mıdır?".

Literatür Taraması

İşyerinde romantik ilişkiler yaygın bir sosyal-cinsel olgudur. Sosyal-cinsel davranış, işyerinde gerçekleşen cinsel taciz, flört başlatma, flört etme ve benzer davranışları içersen ve cinsel bir bileşeni olan işle ilgili olmayan her türlü davranıştır (Gutek, Cohen ve Konrad, 1990; Gutek ve Morash, 1983). İşyerindeki bu tür ilişkiler genellikle işyeri romantizmi olarak adlandırılmakta ve "aynı örgütte çalışan iki kişi arasındaki karşılıklı arzu ve fiziksel çekimi içeren ilişkiler" olarak tanımlanmaktadır (Pierce ve Aguinis, 2003:161; Pierce, Byrne ve Aguinis, 1996:6). İşyeri romantizminin farklı örgütsel değişkenleri etkilediği ve örgütsel yaşam üzerinde önemli bir etkiye sahip olduğu varsayılmaktadır (Alder ve Quist, 2014; Pierce, 1998; Pierce ve Aguinis, 2003).

Günümüzde işyerinde romantik ilişkiler geliştirmek için daha fazla fırsat bulunmaktadır. Çünkü, çalışanlar zamanlarının çoğunu işyerinde geçirmektedir. Ayrıca, günümüz iş ortamında çalışanlar birbirleriyle toplantılarda ve konferanslarda etkileşime girmektedir. Çalışanlar birlikte uzun zaman geçirdiklerinde, romantizmin gelişmesi için daha fazla fırsat ortaya çıkmaktadır. Araştırmalar işyeri romantizminin çok yaygın olduğunu, her dört çalışandan birinin geçmişte bir işyeri romantizmi yaşadığını veya şu anda bir işyeri romantizmine dahil olduğunu göstermektedir (Pierce, 1998; Pierce ve Aguinis, 2003; Salvaggio, Streich, Hopper ve Pierce, 2011). Fakat, yaygın bir olgu olmasına rağmen, işyeri romantizmi üzerine sınırlı sayıda araştırma bulunmaktadır (Chory ve Hoke, 2019; Khalilzadeh ve Pizam, 2021; Pierce, Aguinis ve Susan, 2000; Salvaggio vd., 2011; Wilson, 2015).

İşyeri romantizminin farklı olumsuz sonuçları bulunabilmektedir. İşyerinde çiftlerin gizli kalması gereken konuları paylaşabilmesi, işyeri romantizminin hassas bilgilerin ihlal edilmesi sonuçlanması mümkündür. Bununla birlikte işyeri romantizminin çalışanlar arasında dedikodunun artması, karar alma sürecinin yavaşlaması ve takım anlayışından uzaklaşma şeklinde olumsuz etkileri olabilmektedir (Clarke, 2006). Çalışanlar işyeri romantizminin bir sonucu olarak kendisine ilişki içerisindeki çalışanlardan farklı davranıldığını düşünerek öfkelenebilmektedir (Cowan ve Horan, 2014).

İşyeri romantizmi her ne kadar olumsuz bir olgu gibi düşünülse de, çeşitli olumlu etkileri de bulunmaktadır. Romantik ilişki içerisindeki çalışanlar birbirlerine daha fazla yardımcı olmaktadır. Aynı yerde partneriyle birlikte çalışmak, kişinin kendisini daha rahat hissetmesini sağlamaktadır (Bhebhe ve Hove, 2016). Bununla birlikte aynı işyerinde çalışan çiftler, işle ilgili zorlukları eşleriyle tartışabildikleri için daha az iş stresi yaşamaktadır. İşyeri romantizminin bir başka olumlu etkisinin iş performansı ve verimlilik üzerinde olduğu düşünülmektedir (Jung ve Yoon, 2020).

Yöntem

Araştırma verileri amaca uygun olarak hazırlanan bir anket ile toplanmıştır. Anket Google formlar aracılığıyla hazırlanmış ve

katılımcılar araştırmaya online olarak katılmıştır. Araştırmada veri toplamak için online anket tekniğine farklı nedenlerle başvurulmuştur. Öncelikle, online anketler araştırmacılara hız ve zaman tasarrufu sağlamaktadır. Artık önemli sayıda insan internete akıllı telefonları aracılığıyla eriştiğinden, online anket aracılığıyla araştırmacılar potansiyel katılımcılara neredeyse her yerde ve her zaman ulaşabilmektedir. Bunula birlikte, günümüzde insanlar çeşitli mobil cihazlar (tabletler, akıllı telefonlar vb.) kullanarak internete bağlanabildikleri için, online anket katılımcıların araştırmaya katılmalarını daha kolay hale gelmektedir. Ayrıca, online anketler katılımcıların tüm soruları yanıtlamasını sağlayacağı şekilde tasarlanabilmektedir. Böylece online anketlerde ekrandaki soruyu cevaplamadan atlama veya bir sonraki soruya geçme engellenebilmektedir (Evans ve Mathur, 2018; Van Selm ve Jankowski, 2006).

Analizlerde, veri toplama yöntemine uygun olarak nicel araştırma yöntemi tercih edilmiştir. Anket formu üç bölümden oluşmaktadır. Birinci bölümde çalışanların algıladıkları işyeri romantizminin derecesini belirlemeye yönelik maddeler yer almaktadır. İkinci bölümde katılımcıların iş tatmini, işe bağlılık ve iş performansı derecelerini belirlemeye yönelik maddeler yer almaktadır. Üçüncü bölümde ise katılımcıların demografik özelliklerini belirlemeye yönelik sorular yer almaktadır.

Araştırma sorularını cevaplamak amacıyla farklı veri analiz yöntemleri kullanılmıştır. İlk olarak, ölçeklerin geçerliliği ve güvenilirliği test edilmiştir. Yapı geçerliliği için doğrulayıcı faktör analizi kullanılmıştır. Doğrulayıcı faktör analizi (DFA), gözlenen değişkenler ile gizli değişkenler veya faktörler arasındaki ilişkiyi inceleyen bir tür yapısal eşitlik modellemesidir (YEM). Gizli değişkenlerin yapısı ile ilgili bilgi sahibi olunduğunda, diğer bir ifadeyle güçlü bir model varsayımının olması durumunda başvurulmaktadır (Brown, 2015:1; Byrne, 2016:6). Çalışmada yapı geçerliliğinin yanında, ölçeklerin yakınsak ve ıraksak geçerliliği de test edilmiştir. Yakınsak geçerlilik aynı kavramın iki ölçümünün ne ölçüde ilişkili olduğunu gösterirken, ayırt edici geçerlilik kavramsal olarak benzer iki kavramın ne ölçüde farklı olduğunu ortaya koymaktadır (Hair, Black, Babin ve Anderson, 2014:124). Geçerlilik testlerinden sonra, ölçeklerin iç tutarlılığı Cronbach alfa (α) ve bileşik güvenilirlik (CR) kullanılarak değerlendirilmiştir. Çalışmada ikinci olarak, kullanılan ölçekler hakkında daha fazla bilgi sağlamak için ortalama ve standart sapma gibi tanımlayıcı istatistikler hesaplanmıştır. Son olarak ise, çalışmanın amacına kapsamında oluşturulan hipotez testleri yapılmıştır. Hipotez testlerinde çoklu regresyon analizleri kullanılmıştır. Analizler SPSS ve AMOS ile gerçekleştirilmiştir.

Sonuç

Çalışanların işyeri romantizmine ilişkin olumlu algılarının iş tatmini, işe bağlılık ve iş performansını artıracağını ifade eden hipotezler için gerçekleştirilen regresyon analizi sonuçları; işyeri romantizmi ile iş tatmini, işe bağlılık ve iş performansı arasında pozitif anlamlı ilişkiler olduğunu göstermektedir. Çalışma, çalışanlar arasında işyerinde romantik ilişkilere yönelik olumlu bir algı olduğunu göstermektedir. Dolayısıyla araştırma bulguları, çalışanların işyerindeki romantik ilişkileri olumlu olarak algıladıklarında, daha fazla iş tatmini yaşadığını, daha fazla işe bağlılık bildirdiğini ve daha yüksek performans algıladığını ortaya koymaktadır. Başka bir deyişle, işyerinde romantik ilişkilerin olumlu algılanması, iş tatmini, işe bağlılık ve algılanan iş performansı gibi çalışan tutumları ile pozitif yönde ilişkilidir. Ayrıca, bu çalışma örgütsel davranış literatürünü romantik ilişkiler üzerine yapılan araştırmalarla zenginleştirmeye çalışmakta ve örgütsel davranış araştırmacılarının daha işyerindeki daha özel ilişkiler üzerine araştırmalar yapmalarına yardımcı olacak önemli katkılar sağlamaktadır.

INTRODUCTION

Romantic relationships in the workplace are a common social-sexual phenomenon. Social-sexual behavior is any non-work-related behavior that has a sexual component and includes sexual harassment, initiation of flirting, dating, and other similar behaviors that occur in the workplace (Gutek, Cohen, & Konrad, 1990; Gutek & Morash, 1983). Such relationships in the workplace are often referred to as workplace romance and are defined as "relationships involving mutual desire and physical attraction between two people working in the same organization" (Pierce & Aguinis, 2003:161; Pierce et al., 1996:6). It is assumed that workplace romance affects different organizational variables and has a significant impact on organizational life (Alder & Quist, 2014; Pierce, 1998; Pierce & Aguinis, 2003).

Today there are more opportunities for developing romantic relationships in the workplace. Employees spend most of their time at work. Besides, in today's work environment, employees interact with each other in meetings and conferences. When employees spend extended periods of time together, there are opportunities for romance to flourish. Workplace romance has become so widespread that research suggests that one in four employees have experienced a workplace romance in the past or are currently involved in a workplace romance (Pierce, 1998; Pierce & Aguinis, 2003; Salvaggio et al., 2011). Despite being a common phenomenon, there is limited research on workplace romance (Chory & Hoke, 2019; Khalilzadeh & Pizam, 2021; Pierce et al., 2000; Salvaggio et al., 2011; Wilson, 2015). Therefore, this study is carried out on workplace romance, which is a limitedly researched topic in the organizational behavior literature.

This study specifically focuses on the concept of workplace romance and its consequences for employees. The concepts of job satisfaction, job involvement and job performance are explored as effects of romantic relationships. The study focuses on what kind of positive or negative effects workplace romance can have. Therefore, the main purpose of the study is to determine the impact of the perception 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 kind of consequences such relationships have in the workplace. In this respect, it is thought that this study will make significant contributions to both literature and practice.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Workplace Romance

As Freud aptly observed, love and work are the cornerstones of human experience (Shuck, Owen, Manthos, Quirk, & Rhoades, 2016). Closeness, emotional expression, and the desire for intimacy have all been used to describe romance relationships. The workplace is a natural setting in which relationships are formed. The term "workplace romance" has been used to better understand romance in organizations. The most popular definition of workplace romance is "a mutually desired relationship between two employees in the same organization and regarded as a sexual attraction by a third party" (Quinn, 1977:30). Specifically, workplace romance is defined as "a mutually desired romantic relationship between two employees of the same organization, who have acknowledged a sexual attraction, and have engaged in dating or otherwise intimate behavior with each other" (Mainiero, 1986:750; Pierce & Aguinis, 2001:207; 2009:447; Pierce et al., 1996:6; Powell & Foley, 1998:425).

Workplace romance often involves a strong intimate partner friendship desired by individuals, the implicit sharing of personal messages between two people, pleasurable emotional states of admiration and respect, need fulfillment, pleasure and sexual satisfaction, and physiological arousal and the need for sexual acts such as kissing, petting and intercourse with one's partner (Kochar & Sharma, 2015).

A survey conducted by Clarke (2006) revealed that people meet their partners at work. 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 many kilometers away, cooperate to complete their tasks, have common attitudes towards each other and find it convenient to communicate (Salvaggio et al., 2011).

Everyone has different reasons for experiencing workplace romance (Pierce, Karl, & Brey, 2012). There are three types of office romances: love motives, job motives, and ego motives (Pierce & Aguinis, 2001). These three motivations are the underlying reasons why people experience love at work. Work motivations include the pursuit of bonuses, job protection and influence (Wallgren Tengberg & Tidefors, 2016).

Working together increases coworkers' engagement and sense of mutual interest and aspiration, which increases the chances of personal attraction. Sharing a subjective experience, such as having a similar reaction to another person or event, can also lead to interpersonal attraction (Cooper-Thomas & Morrison, 2013). Wilson (2015) identified two types of workplace romances: hierarchical (between two people at different levels of a company) and peer-to-peer (between two people at the same level) and said that hierarchical romances are both more popular and more dangerous than peer-to-peer romances.

Overall, the concept of workplace romance is neither new nor unexpected. Perhaps it could be argued that it has been around since people started working in groups to accomplish tasks that they could not complete alone. This is not unexpected because, after all, the workplace has always been and will continue to be a social space where people form friendships and romantic relationships, whether platonic or sexual. What is unexpected is that this happens disproportionately in some organizations and that the general attitude towards these relationships is increasingly accepted (Pizam, 2016).

2.2. Workplace Romance and Job Satisfaction

Job satisfaction is generally defined as the degree of pleasure and happiness employees feel from their jobs (Hackman & Oldham, 1975:162). It is an emotional response of employees to the outcomes of a job compared to what is expected. Consequently, an individual who perceives the outcomes of a workplace relationship as superior to its comparative level will be satisfied with his/her partner and perhaps some parts of his/her job (Shehzad, Khan, & Khan, 2022). For example, employees who have a happy intimacy with their superiors may be more satisfied with the supervisory component of their job, whereas employees who have a happy intimacy with another coworker may be highly satisfied with the coworker component of their job. There is a positive link between the characteristics of life happiness and job satisfaction (Streimikiene & Grundey, 2008).

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

It is important to understand that if the results of a workplace romance are shown below one's comparison level or if the results are considered to be unequal, discontent will arise, perhaps leading to the end of the romance, job

dissatisfaction, and even voluntary organizational departure (Tulachka, 2019). Furthermore, it is important to recognize that job satisfaction is only marginally although it has been shown to be effective, the validation model of attractions supports the idea that a positive effect from workplace romance can exceed and improve employees' job satisfaction (Chory & Hoke, 2019).

Finally, given that employee satisfaction describes characteristics such as voluntary turnover, it is critical to determine whether participating in a satisfying workplace romance will result in greater satisfaction with different aspects of one's job pay, supervisors, and coworkers (Carson, Luyombya, Wilder, Burrow, & Boyle, 1991). Therefore, the following hypothesis was proposed:

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

2.3. Workplace Romance and Job Involvement

Job involvement is defined as "the extent to which a person is cognitively engaged, interested and involved in his or her current job" (Paullay, Alliger, & Stone-Romero, 1994:224). Similarly, Hoole & Boshoff (1998:332) defined job involvement as the degree to which a person is psychologically related to his/her job or the importance of work in the overall self-image. Job involvement occurs when an employee locates the work environment at the center of his or her life. Job involvement is the result of psychological integration with one's work or the high importance of work in one's self (Biçer & Büyükyılmaz, 2017:198).

Jung & Yoon (2020) stated that office romances increase employees' interest in working long hours with their partners, thus increasing job involvement. Dillard (1987) found that there was no change in the job involvement of individuals who came for ego or work-related reasons, but there was an increase in the job involvement of those who came for love motivation. Dillard (1987) suggested that love motivated employees fear retaliation from management and consequently increase their workplace engagement to impress their supervisors, which is similar to the rationale of increasing one's job productivity.

According to research on workplace romance, it is believed that engaging in romantic relationships in the workplace can positively impact employees' overall energy levels and lead to a greater attachment to their job (Khan et al., 2018; Khan et al., 2022). Additionally, emotional energy and psychological attachment are key components of job involvement. The general consensus in the literature on romance is that being in a romantic relationship can contribute to feelings of fulfillment, competence, and self-esteem, all of which are important factors for employees' job involvement. (Simon & Barrett, 2010; Woodhouse, Dykas & Cassidy, 2012).

In other words, when a love-seeking employee meets a compatible romantic partner, his or her interest in work may increase in order to maintain the desired connection. However, such an increase is unlikely to occur if office relationships are inhibited. As a result, more study needs to be done on job involvement in the setting of workplace romance. For example, in the early stages of romance, employees might be expected to be more interested in or give more personal attention to their love partners rather than their work. Therefore, the following hypothesis was proposed:

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

2.4. Workplace Romance and Job Performance

Only a few studies in the literature have focused on the relationship between workplace romance and employees' 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 demonstrated a positive link between employee engagement and performance (Bakker & Bal, 2010). For example, it has been observed that engaged employees are more expected to have good emotions, which in turn requires cognitive skills even in challenging situations, resulting in better levels of job performance.

Employees' job involvement can predict job performance, and employees with high levels of job involvement prefer to take actions that increase organizational effectiveness. Increased job involvement has shown a tight relationship between job engagement and performance, and high levels of job engagement have a great impact on job performance (Yongxing, Du, Xie & Lei, 2017).

Dillard & Broetzmann (1989) stated that employees' more positive attitudes towards organizational romance lead to better job performance levels. Pierce & Aguinis (2003) observed that coworkers and managers generally have a negative attitude towards workplace romances, while individuals who have or already have good attitudes towards workplace romance try to please their supervisors by increasing their job performance. According to Wright & Cropanzano (1997) employees demonstrate good job performance as a result of workplace romances. Furthermore, studies suggest that workplace romances can have positive effects on employee performance and should not be completely restricted. However, it's important for organizations to have policies in place to manage any potential conflicts of interest or harassment (Biggs, Matthewman & Fultz, 2012; Jung & Yoon, 2020; Khan et al., 2018). Therefore, the hypothesis is as follows:

- *H_3: Positive attitude of employees towards workplace romance has an increasing effect on job performance.*

As mentioned above, this study was conducted to better understand the consequences of workplace romance in organizations. The purpose of this study is to determine the effects of employees' perceptions of workplace romance. Specifically, the effects of perceived workplace romance on job satisfaction, job involvement, and job performance are explored. The research model in which the hypotheses to be tested in this study are collectively shown is as shown in Figure 1.

Figure 1. Research Model
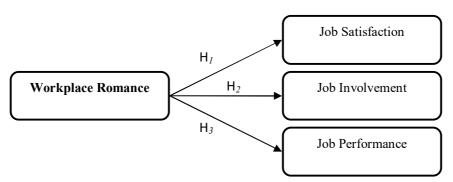
3. METHODOLOGY

3.1. Participants

The research was conducted on employees working in different organizations in Jordan. The population of this study consists of individuals working as an employee, supervisor or manager in an organization in Jordan. The population size is not known for the research. Therefore, convenience sampling was preferred as the sampling method. Research

state that the minimum sample size within the scope of convenience sampling method should be more than ten times the number of variables (Hair et al., 2014; Kline, 2016; Nunnally & Bernstein, 1994). Thus, the minimum sample size was calculated as 360 employees.

In order to obtain an adequate sample size, the questionnaire was prepared online and shared with employees on various platforms. All participants attended the survey anonymously and voluntarily. A total of 594 employees participated in the study. Among the 594 participants, 13 were excluded due to excessive missing data. Therefore, the sample of the study consists of 581 participants working in various organizations in Jordan.

The distribution of 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	%	Variable	N	%
Gender			**Marital Status**		
female	343	59	married	220	37.9
male	238	41	single	361	62.1
Age (Mean=29; SD=8,15)			**Tenure (Mean=6; SD=5,03)**		
25 years and under	228	39.2	less than 1 year	95	16.4
26-30 years	148	25.5	1-5 year	218	37.4
31-35 years	77	13.3	6-10 years	165	28.4
36-40 years	62	10.7	more than 10 years	84	14.5
41 years and older	53	9.1	missing	19	3.3
missing	13	2.2			
Education			**Hierarchical Status**		
high school graduate	65	11.2	employee	269	46.3
associate degree	99	17.1	supervisor	168	28.9
bachelor's degree	339	58.3	manager	101	17.4
master's or doctorate degree	78	13.4	senior manager / executive	43	7.4
Organization Size			**Currently Involved in Workplace Romance**		
small company	201	34.6	Yes	283	48.7
medium-sized company	214	36.8	No	298	51.3
large company	166	28.6			
Ever Involved in Workplace Romance			**Ever Observed Workplace Romance**		
Yes	243	41.8	Yes	350	60.2
No	338	58.2	No	231	39.8
TOTAL	**581**	**100**	**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 (37,9%) married and 361 (62,1%) single participants. 201 (34,6%) participants worked at small companies, 214 (36,8%) at medium-sized, and 166 (28,6%) at large companies. 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 (48,7%) participants reported that they were currently involved in a workplace romance while 298 (51,3%) were not and 243 (41,8%) participants reported that they had involved in a workplace romance while 338 (58,2%)

had not. 350 (60,2%) participants reported that they had observed a coworker involved in a workplace romance while 231 (39,8%) had not.

3.2. Design and Procedure

The research data were collected with a questionnaire prepared in accordance with the purpose. The questionnaire was prepared through google forms and the participants attended in the research online. The use of online surveys has gained increasing popularity for various reasons. One key advantage is the speed and time efficiency they provide for researchers. With the widespread availability of smartphones and internet access, online surveys enable researchers to reach potential respondents at any time and in any location. Furthermore, the accessibility of various mobile devices such as tablets and smartphones makes it easier for respondents to participate in research. Online surveys can also be structured in a manner that encourages respondents to answer all questions without the ability to skip or move to the next question without responding. Therefore, online surveys provide an effective means of collecting data while ensuring that respondents answer all questions, which can result in improved research outcomes (Evans & Mathur, 2018; Van Selm & Jankowski, 2006).

In the analyses, quantitative research method was preferred in accordance with the data collection method and to enable more appropriate interpretation of the data. The questionnaire consists of three parts. The first section includes items to determine the degree of workplace romance perceived by employees. The second section includes items to determine the degree of job satisfaction, job involvement and job performance of the participants. The third section includes questions to determine the demographic characteristics of the participants.

Several data analysis methods 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 about the underlying latent variable structure (Brown, 2015:1; Byrne, 2016:6). The discriminant and convergent validity of the scales were also tested. Convergent validity assesses the extent to which two measures of the same concept are related, whereas discriminant validity assesses the extent to which two conceptually similar concepts are different (Hair et al., 2014:124). After the validity tests, the internal consistency of the scales was assessed using Cronbach's alpha (α) and composite reliability (CR).

Secondly, descriptive statistics such as mean and standard deviation were calculated to provide further information about the scales used in the study. Finally, hypothesis tests were conducted in accordance with the purpose of the study. The proposed direct effect hypotheses were evaluated using multiple regression analyses. Analyses were conducted with SPSS and AMOS.

3.3. Measures

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

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

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".

The job satisfaction levels of employees were assessed with the scale (An Index of Job Satisfaction) developed by Brayfield & Rothe (1951). The original form of the scale consists of 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. The short form of the scale was used in this study. The scale aims to determine the general level of job satisfaction of the participants. The items representing the scale are "I feel fairly well satisfied with my present job" and "I find real enjoyment in my work".

The items to measure job involvement were obtained from Kanungo (1982). Job involvement is measured in a single dimension and the scale consists of 10 items. The scale aims to determine the overall level of job involvement 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".

Perceived performance of employees was assessed with the scale developed by Kirkman & Rosen (1999) and later used by Sigler & Pearson (2000). The job performance scale consists of one dimension and a total of four items. The scale aims to determine employees' general perceptions of their job performance levels. The items representing the scale are "I complete my tasks on time" and "I meet or exceed my goals".

4. RESULTS

4.1. Validity Analysis

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

Confirmatory factor analysis was conducted with 26 items and four factors. As a result of the confirmatory factor analysis, it was observed that one item in the job engagement scale (usually I feel detached from my job) had a factor loading below 0.50, thus negatively affecting the factor structure and goodness of fit. This item was removed from the analysis and confirmatory factor analysis was repeated (Brown, 2015:147; Byrne, 2016:89; Hair et al., 2014:115). Besides, covariance was assigned between some items and modifications were made within the scope of corrections. The findings of confirmatory factor analysis obtained for major variables are presented in Table 2.

First, t-values are examined for the significance of factor loadings in confirmatory factor analysis. t-values above ±1.96 indicate significance at the 0.05 level, and values above ±2.58 indicate significance at the 0.01 level. However, researchers state that the factor loading of the items should be 0.50 or higher to ensure validity (Hair et al., 2014:115; Kline, 2016:51).

Second, model fit is examined. When examining the fit of a model, various indices are used, each addressing a different aspect of model fit. Therefore, five different indices of model fit were used; chi-square fit test ($\chi2/df$), 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 have suggested that a $\chi2/df$ 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 2, all t-values are greater than ±2,58 and

therefore significant. Moreover, all factor loadings were higher than the threshold value of 0.50. The findings indicate that all items loaded significantly on the proposed factors and all factor loadings calculated for the items were valid at the 0.01 level of significance (Hair et al., 2014:115; Kline, 2016:51).

The confirmatory factor analysis results for the fit of the measurement model were $\chi2/df=2.270$, 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. Discriminant 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., 2014:124).

Table 2. 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

Composite reliability (CR), average variance explained (AVE) and correlations between variables were calculated to determine convergent and discriminant validity. 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 and indicates the internal reliability of the observed variables loaded on the latent variable (Fornell & Larcker, 1981:45; Hair et al., 2014:605). Mean, standard deviation, AVE, CR, Cronbach's alpha values and Pearson correlations between variables are presented in Table 3.

Table 3. Results of Convergent and Discriminant Validity

Constructs	M	SD	AVE	CR	(α)	Correlations			
						1	2	3	4
1. WR	2.660	0.912	0.532	0.887	0.892	0.730[a]			
2. JS	2.736	0.969	0.584	0.873	0.878	0.501**	0.764[a]		
3. JI	2.687	0.943	0.567	0.922	0.922	0.552**	0.674**	0.753[a]	
4. JP	2.963	1.167	0.779	0.934	0.929	0.568**	0.734**	0.676**	0.883[a]

Note: *p<0.05; **p<0.01; N=581; WR= workplace romance, JS= job satisfaction, JI= job involvement, JP= job performance, M= mean, SD= standard deviation, AVE= average variance extracted, CR= composite reliability, α= Cronbach's alfa. The diagonal values (a) are the square root of the average variance extracted (AVE).

Convergent validity is ensured when the AVE value is above 0.50 and the CR value is above 0.70 for all variables (Fornell & Larcker, 1981, pp. 45-46; Hair et al., 2014:605). As seen in Table 3, all AVE values of the variables are above 0.50 and CR values are above 0.70. Therefore, it was determined that the convergent validity of the variables used in the study were met. When all these values are taken together, it is seen that each variable has an excellent convergent validity.

Discriminant validity is achieved when the square root of the AVE of a variable is greater than the correlation of that variable with other variables (Fornell & Larcker, 1981, pp. 45-46; Hair et al., 2014:605). According to Table 3, 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.

4.2. Reliability Analysis

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

In general, reliability is measured by calculating Cronbach's alpha (α) for a scale. Cronbach's alpha is a value that indicates how accurate the measurement is. Reliability for a scale depends on a Cronbach's alpha of 0.70 or higher (Kline, 2016:92; Morgan, Leech, Gloeckner & Barrett, 2011:135; Nunnally & Bernstein, 1994:265).

According to Table 3, the reliability values (α) of the scales are above the threshold value of 0.70. This means that the scales used to collect data are reliable to obtain accurate data. In other words, the reliability of the scales is ensured.

4.3. 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 The hypotheses formulated for this purpose were assessed using multiple regression analyses. Before examining the hypotheses, a data screening was conducted to ensure that the data meet the assumptions regarding the suitability of parametric tests. Data screening includes the assessment of normality of the data and the assessment of multicollinearity (Tabachnick & Fidell, 2013:60).

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

The presence of multicollinearity among the independent variables was examined with VIF and tolerance values. To avoid multicollinearity, the VIF value should be less than 10 and the tolerance value should be greater than 0.100 (Hair et al., 2014:200; Kline, 2016:71; Sekaran & Bougie, 2016:316). For the independent variable of the study, workplace romance, the VIF value is 1.061 and the tolerance value is 0.942, indicating that there is no multicollinearity (Table 4).

The findings of regression analyses conducted to determine the effect of workplace romance perceived by employees on job satisfaction, job involvement and job performance are presented in Table 4.

Table 4. 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**
R²	0.226	0.274	0.299
Adjusted R²	0.216	0.265	0.290
Durbin-Watson	1.718	1.878	1.824

Note: *p<0.05; **p<0.01; N=581

Table 4 shows the regression results for hypotheses 1, 2 and 3, which state that employees' positive perceptions of workplace romance would increase job satisfaction, job involvement and job performance. Both of these hypotheses were confirmed and there were 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). Furthermore, according to the regression analysis findings, the explained variance of job satisfaction is 21.6% (R^2=0.216), the explained variance of job involvement is 26.5% (R^2=0.265) and the explained variance of job performance is 29% (R^2=0.290).

When employees perceive romantic relationships in the workplace as positive, they report more job satisfaction, more job involvement and perceive higher performance. In other words, positive perceptions of workplace romance enhance employee attitudes such as job satisfaction, job involvement and perceived job performance.

CONCLUSION

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 consequences such relationships have in the workplace. Thus, this study was conducted to better understand 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 of this study consists of 581 employees working in various organizations in Jordan.

The item with the highest mean regarding the participants' perception of workplace romance is "organizations ought to ignore romantically oriented behavior among coworkers as long as it does not affect productivity" and the item with the lowest mean is "romantic relations foster better communication between the two workers involved". The overall job satisfaction perception of the participants is also moderate. The item with the highest mean related to job satisfaction is "most days I am enthusiastic about my work" and the item with the lowest mean is "I consider my job rather unpleasant". The overall job involvement perception of the participants is moderate too. The item with the highest mean related to job involvement is "to me, my job is only a small part of who I am" and the item with the lowest mean is "I live, eat and breathe my job". Finally, the overall job performance perception of the participants is moderate. The item with the highest mean related to job performance perception is "I complete my tasks on time" and the item with the lowest mean is "I meet or exceed my goals".

Accordingly, regression results for hypotheses 1, 2 and 3, which state that employees' positive perceptions of workplace romance would increase job satisfaction, job involvement and job performance, were obtained as follows. Both of these hypotheses were confirmed, showing positive significant relationships between workplace romance and job satisfaction, job involvement and job performance. Moreover, according to the regression analysis findings, the explained variance of job satisfaction is 21.6%, the explained variance of job involvement is 26.5% and the explained variance of job performance is 29%.

The findings of this study have contributed to practice for each individual employee, manager and organization as it helps to understand the positive and negative effects of romantic relationships in the work environment. So that organizations pay more attention to such relationships and determine the appropriate way to deal with them if they affect performance, while for employees, this study helps them to be aware of and anticipate or even avoid the consequences that may arise if they are involved in a romantic relationship at work.

The study showed that there is a positive perception of romantic relationships in the workplace among employees. Thus, the findings suggest that when employees perceive romantic relationship in the workplace as positive, they report greater job satisfaction, greater job involvement and perceive higher performance. In other words, a positive perception of romance in the workplace is associated positively with employee attitudes such as job satisfaction, job involvement and perceived job performance. Furthermore, this study attempts to enrich the organizational behavior literature with research on such relationships and provides important contributions that will hopefully be sufficient to help organizational behavior researchers to conduct more specialized research.

In this study, the researcher faced some limitations due to the fact that the scope of the research included employees working in different organizations in Jordan. Therefore, the findings obtained from the research are limited to the sample. In addition, the data were obtained from different types of employees, supervisors and

managers and included information from employees in various sectors. The study only examined the direct effect of workplace romance on employee attitudes. Different findings can be obtained by examining indirect effects. Moreover, employees participated in the study voluntarily. Response bias may have occurred due to voluntary participation. Response bias may limit the generalizability of research findings.

To complement and improve the current research, the researcher suggests conducting research data with customized samples focusing on a specific business sector to obtain more accurate results, as well as obtaining data from employees at a single organizational level 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.

AUTHOR CONTRIBUTION STATEMENT

The contribution rate of the first author (Ozan Buyukyilmaz) to this study is 50%, while the contribution rate of the second author (Maysoon Jehad Said Shehadeh) is 50%.

STATEMENT OF SUPPORT AND THANKS

No support was received from any institution/organization or by the conduct of this research, and for this reason, there is no independent party to be thanked.

CONFLICT OF INTEREST STATEMENT

There is no conflict of interest with any institution or person within the scope of the study. There is no conflict of interest among the authors.

REFERENCES

Alder, G. S., & Quist, D. M. (2014). Rethinking Love at the Office: Antecedents and Consequences of Coworker Evaluations of Workplace Romances. *Human Resource Management, 53*(3), 329-351. doi:10.1002/hrm.21572

Bakker, A. B., & Bal, P. M. (2010). Weekly Work Engagement and Performance: A Study among Starting Teachers. *Journal of Occupational and Organizational Psychology, 83*(1), 189-206. doi:10.1348/096317909X402596

Bhebhe, M., & Hove, E. (2016). Workplace Romance: Rationale for Human Resource Practitioners Intervention. A Case of a Local Authority in Zimbabwe. *International Journal of Asian Social Science, 6*(7), 386-397. doi:10.18488/journal.1/2016.6.7/1.7.386.397

Biçer, C., & Büyükyılmaz, O. (2017). The Effects of Workplace Friendship on Job Involvement *The Online Journal of Science and Technology, 7*(4), 196-202.

Biggs, D., Matthewman, L. J., & Fultz, C. (2012). Romantic Relationships in Organisational Settings: Attitudes on Workplace Romance in the UK And USA. *Gender in Management: An International Journal, 27*(4), 271-285. doi:10.1108/17542411211244803

Brayfield, A. H., & Rothe, H. F. (1951). An Index of Job Satisfaction. *Journal of Applied Psychology, 35*(5), 307-311. doi:10.1037/h0055617

Brown, T. A. (2015). *Confirmatory Factor Analysis for Applied Research* (2nd ed.). New York: Guilford Publications.

Byrne, B. M. (2016). *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming* (3rd ed.). New York: Routledge.

Carson, J., Luyombya, G., Wilder, J., Burrow, S., & Boyle, M. (1991). Job Satisfaction? *Health Service Journal, 101*(5263), 21.

Chory, R. M., & Hoke, H. G. G. (2019). Young Love at Work: Perceived Effects of Workplace Romance among Millennial Generation Organizational Members. *The Journal of Psychology, 153*(6), 575-598. doi:10.1080/00223980.2019.1581722

Clarke, L. (2006). Sexual Relationships and Sexual Conduct in the Workplace. *Legal Studies, 26*(3), 347-368. doi:10.1111/j.1748-121X.2006.00020.x

Cooper-Thomas, H., & Morrison, R. (2013). Maximizing the Good and Minimizing the Bad: Relationships in Organizations. In R. L. Morrison & H. Cooper-Thomas (Eds.), *Relationships in Organizations: A Work Psychology Perspective* (pp. 1-7). Hampshire, UK: Parlgrave Macmillan.

Cowan, R. L., & Horan, S. M. (2014). Why Are You Dating Him? Contemporary Motives for Workplace Romances. *Qualitative Research Reports in Communication, 15*(1), 9-16. doi:10.1080/17459435.2014.955587

Dillard, J. P. (1987). Close Relationships at Work: Perceptions of the Motives and Performance of Relational Participants. *Journal of Social and Personal Relationships, 4*(2), 179-193. doi:10.1177/0265407587042005

Dillard, J. P., & Broetzmann, S. M. (1989). Romantic Relationships at Work: Perceived Changes in Job-Related Behaviors as a Function of Participant's Motive, Partner's Motive, and Gender. *Journal of Applied Social Psychology, 19*(2), 93-110. doi:10.1111/j.1559-1816.1989.tb00047.x

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research, 18*(1), 39-50. doi:10.2307/3151312

Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology, 60*(2), 159-170. doi:10.1037/h0076546

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed.). Harlow: Pearson New International Edition.

Hoole, C., & Boshoff, A. (1998). The Job Involvement Construct and Its Measurement. *South African Journal of Economic and Management Sciences, 1*(2), 331-347. doi:10.4102/sajems.v1i2.1916

Hu, L. t., & Bentler, P. M. (1999). Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives. *Structural Equation Modeling: A Multidisciplinary Journal, 6*(1), 1-55. doi:10.1080/10705519909540118

Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional Effects on Job and Life Satisfaction: The Role of Core Evaluations. *Journal of Applied Psychology, 83*(1), 17-34. doi:10.1037/0021-9010.83.1.17

Jung, H. S., & Yoon, H. H. (2020). How Does Workplace Romance Influence Employee Performance in the Hospitality Industry? *Sustainability, 12*(13), 5478. doi:10.3390/su12135478

Kanungo, R. N. (1982). Measurement of Job and Work Involvement. *Journal of Applied Psychology, 67*(3), 341-349. doi:10.1037/0021-9010.67.3.341

Khalilzadeh, J., & Pizam, A. (2021). Workplace Romance Across Different Industries With a Focus on Hospitality and Leisure. *International Journal of Hospitality Management, 94*, 102845. doi:10.1016/j.ijhm.2020.102845

Kirkman, B. L., & Rosen, B. (1999). Beyond Self-Management: Antecedents and Consequences of Team Empowerment. *Academy of Management Journal, 42*(1), 58-74. doi:10.2307/256874

Kline, R. B. (2016). *Principles and Practice of Structural Equation Modeling* (4th ed.). New York: The Guilford Press.

Kochar, R. K., & Sharma, D. (2015). Role of Love in Relationship Satisfaction. *International Journal of Indian Psychology, 3*(1), 81-107. doi:10.25215/0301.102

Mainiero, L. A. (1986). A Review and Analysis of Power Dynamics in Organizational Romances. *The Academy of Management Review, 11*(4), 750-762. doi:10.2307/258394

Morgan, G. A., Leech, N. L., Gloeckner, G. W., & Barrett, K. C. (2011). *IBM SPSS for Introductory Statistics: Use and Interpretation* (4th ed.). New York: Routledge.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory* (3rd ed.). New York: McGraw-Hill Inc.

Paullay, I. M., Alliger, G. M., & Stone-Romero, E. F. (1994). Construct Validation of Two Instruments Designed to Measure Job Involvement and Work Centrality. *Journal of Applied Psychology, 79*(2), 224-228. doi:10.1037/0021-9010.79.2.224

Pierce, C. A. (1998). Factors Associated With Participating in a Romantic Relationship in a Work Environment1. *Journal of Applied Social Psychology, 28*(18), 1712-1730. doi:10.1111/j.1559-1816.1998.tb01342.x

Pierce, C. A., & Aguinis, H. (2001). A Framework for Investigating the Link between Workplace Romance and Sexual Harassment. *Group & Organization Management, 26*(2), 206-229. doi:10.1177/1059601101262005

Pierce, C. A., & Aguinis, H. (2003). Romantic Relationships in Organizations: A Test of a Model of Formation and Impact Factors. *Management Research: Journal of the Iberoamerican Academy of Management, 1*(2), 161-169. doi:10.1108/15365430380000524

Pierce, C. A., & Aguinis, H. (2009). Moving Beyond a Legal-Centric Approach to Managing Workplace Romances: Organizationally Sensible Recommendations for HR Leaders. *Human Resource Management, 48*(3), 447-464. doi:10.1002/hrm.20289

Pierce, C. A., Aguinis, H., & Susan, K. R. A. (2000). Effects of a Dissolved Workplace Romance and Rater Characteristics on Responses to a Sexual Harassment Accusation. *The Academy of Management Journal, 43*(5), 869-880. doi:10.2307/1556415

Pierce, C. A., Byrne, D., & Aguinis, H. (1996). Attraction in Organizations: A Model of Workplace Romance. *Journal of Organizational Behavior, 17*(1), 5-32.

Pierce, C. A., Karl, K. A., & Brey, E. T. (2012). Role of Workplace Romance Policies and Procedures on Job Pursuit Intentions. *Journal of Managerial Psychology, 27*(3), 237-263. doi:10.1108/02683941211205808

Pizam, A. (2016). Workplace Romance in the Hospitality Industry. *International Journal of Hospitality Management, 56*, 136-137. doi:10.1016/j.ijhm.2016.06.001

Powell, G. N., & Foley, S. (1998). Something to Talk About: Romantic Relationships M Organizational Settings. *Journal of Management, 24*(3), 421-448. doi:10.1177/014920639802400306

Quinn, R. E. (1977). Coping with Cupid: The Formation, Impact, and Management of Romantic Relationships in Organizations. *Administrative Science Quarterly, 22*(1), 30-45. doi:10.2307/2391744

Salvaggio, A. N., Streich, M., Hopper, J. E., & Pierce, C. A. (2011). Why Do Fools Fall in Love (at Work)? Factors Associated With the Incidence of Workplace Romance1. *Journal of Applied Social Psychology, 41*(4), 906-937. doi:10.1111/j.1559-1816.2011.00741.x

Schumacker, R. E., & Lomax, R. G. (2016). *A Beginner's Guide to Structural Equation Modeling* (4th ed.). New York: Routledge.

Sekaran, U., & Bougie, R. (2016). *Research Methods for Business A Skill-Building Approach* (7th ed.). Chichester: Wiley.

Shehzad, N., Khan, M. I., & Khan, S. (2022). Relationship between Ethical Leadership, Job Satisfaction and Job Performance. *Journal of Contemporary Issues in Business and Government, 28*(1), 385-392. doi:10.47750/cibg.2022.28.01.025

Shuck, B., Owen, J., Manthos, M., Quirk, K., & Rhoades, G. (2016). Co-Workers with Benefits: The Influence of Commitment Uncertainty and Status on Employee Engagement in Romantic Workplace Relationships. *Journal of Management Development, 35*(3), 382-393. doi:10.1108/JMD-02-2015-0014

Sigler, T. H., & Pearson, C. M. (2000). Creating an Empowering Culture: Examining the Relationship Between Organizational Culture and Perceptions of Empowerment. *Journal of Quality Management, 5*(1), 27-52. doi:10.1016/S1084-8568(00)00011-0

Streimikiene, D., & Grundey, D. (2008). Life Satisfaction and Happiness: The Factors in Work Performance. *Economics & Sociology, 2*(1), 9-26. doi:10.14254/2071-789X.2009/2-1/2

Tabachnick, B. G., & Fidell, L. S. (2013). *Using Multivariate Statistics* (6th ed.). Boston, Mass: Pearson International Edition.

Tulachka, J. M. (2019). *Workers' Attitudes and Perceptions on Workplace Romance: Do Heterosexual and Homosexual Relationships Make a Difference?* (Master Thesis), Emporia State University, Ann Arbor.

Wallgren Tengberg, L. G., & Tidefors, I. (2016). Workplace Romances: "Going to Work Is Amazing and Really Fun". *International Journal of Psychological Studies, 8*(3), 84-97. doi:10.5539/ijps.v8n3p84

Wilson, F. (2015). Romantic Relationships at Work: Why Love Can Hurt. *International Journal of Management Reviews, 17*(1), 1-19. doi:10.1111/ijmr.12034

Wright, T. A., & Cropanzano, R. (1997). Well-Being, Satisfaction and Job Performance: Another Look at the Happy/Productive Worker Thesis. *Academy of Management Proceedings, 1997*(1), 364-368. doi:10.5465/ambpp.1997.4988986

Yongxing, G., Du, H., Xie, B., & Lei, M. (2017). Work Engagement and Job Performance: The Moderating Role of Perceived Organizational Support. *Anales de Psicología, 33*(3), 708-713. doi:10.6018/analesps.33.3.238571