Workplace Romance: A Research on Flight Attendants in Aviation Industry

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Article Info

Abstract

The aim of this research is to examine different aspects of workplace romance experienced by flight attendants in the aviation industry. Qualitative research method was used to examine the research subject in depth. The research was guided by using the phenomenology design, which is one of the qualitative research designs. The sample of the research was determined according to purposeful sampling and saturation point methods. In this context, the sample of the research consists of 11 flight attendants working in different airline companies in Turkey. Online interview method was used as a data collection tool. The data obtained was subjected to content analysis using MAXQDA 24 qualitative data analysis program with an inductive and descriptive approach. As a result of the content analysis, the research findings were collected under five themes. These themes include: factors affecting workplace romance, factors obstructing workplace romance, types of romantic relationships at workplace, results of workplace romance and management of workplace romance. According to the findings, the reasons why male and female employees have romantic relationships at work differ; It has been observed that different romantic relationships emerge depending on the position of the partners and the reasons for the relationship, and that workplace romance have positive and negative results individually/organizationally. It is thought that the research results will contribute to the literature on the concept of workplace romance and organizational behavior in the aviation industry.

1. Introduction

Workplaces are important social spaces where people who come together to earn their living exhibit activities and behaviors within certain organizational processes (Stephens et al., 2012). In today's modern living conditions, most people spend most of their time working in workplaces and establishing both business and social relationships with other employees (Diener and Seligman, 2002). Workplace relationships, which have an important place in directing employee behavior, refer to the relationships that arise as a result of the interactions and changes that occur between employees in order to achieve organizational goals as a natural result of business life (Ferris et al., 2009). Workplace relationships are unique interpersonal interactions that have significant implications for employees and organizations. People's need to be social and belong; dynamic structure of relationships; The fact that organizational activities are carried out through business relations and the different quality of business relations are the factors that make workplace relations important (Rosales, 2016). Workplace relationships are at the center of organizations, and sustainability of organizational stability depends on workplace relationships. It is possible to see different workplace relationships in a workplace, such as formal business relationships, customer relationships,

workplace friendships and romantic relationships between employees (Abe and Mason, 2016).

Romantic relationships, which are common in the workplace, are a phenomenon with social and sexual content (Büyükyılmaz and Shehadeh, 2023). This type of relationship, also defined as workplace romance, refers to the mutual emotional and physical attraction between two employees within the same organization (Pierce and Aguinis, 2003). Romantic relationships at work are one of the important relationships affected by the dynamics of business life. Because intimate interactions between employees in the workplace lead to the emergence of romantic relationships among employees. Although the workplace environment requires logical and formal behavior, employees often act with their emotions (Çoban, 2020). Today's modern business conditions create the basis for more romantic relationships in the workplace. Employees spending long periods of time with each other in close proximity at work creates opportunities for workplace romance to emerge. Many studies show that most employees have experienced or witnessed a romantic relationship at work (Pierce, 1998; Pierce and Aguinis, 2003; Salvaggio et al., 2011). It is also assumed that different types of romantic relationships experienced at work have important results on many organizational variables (Büyükyılmaz and Shehadeh, 2023).

When the literature is examined, it is seen that different factors trigger workplace romance, but it is seen that workplace romance is more common in funny and friendly organizational climates where physical attraction is at the forefront (Mano and Gabriel, 2006). The aviation is an important industry that operates internationally, employs different employee groups, and gradually increases its share in the transportation sector (Çoban, 2022). In the aviation industry, flight attendants are a group of employees who work as a team, communicate sincerely and spend intense time with their colleagues. In addition, flight attendants are employees with high physical and social attractiveness due to the commercial concerns and corporate impressions of the aviation industry. For these reasons, it is thought that the possibility of flight attendants having romantic relationships with both the cabin and cockpit crew will increase and these relationships will affect the organizational behavior of flight attendants. In this context, this study, conducted with qualitative research method, aimed to examine different aspects of workplace romance experienced by flight attendants. It is thought that the research results will contribute to the literature on the concept of workplace romance and organizational behavior in the aviation industry.

2. Conceptual Framework

2.1. Workplace romance

Workplace romance is a relationship based on mutual desires, including sexual attraction, between two employees within the same organization (Pierce and Aguinis, 2001). In workplace romantic relationships, which express the mutual spiritual and physical attraction between two employees in the same workplace, partners are interested in each other and share personal information. Since romantic relationships include physical attraction, behaviors such as touching, hugging, kissing and even sexual intercourse can be seen between employees. (Pierce, 1998). Romantic relationships refer to mutual feelings shared between two people, behaviorally, emotionally and cognitively. These feelings increase over time and can turn into love. Attachment, intense interest and responsibility behaviors are seen in romantic relationships (Çoban, 2020). In workplace romance between two employees who flirt with each other, there are mutual desires, sexual attraction and intimate behaviors (Mainiero, 1986; Powell and Foley, 1998). Romantic relationships differ from friendship in many ways. There are differences between the two concepts in terms of liking, passion, intimacy, arousal, love and affection. Although there are emotional components in friendship, the intensity and sharing of emotions is greater in romantic relationships. Due to both its emotional and physiological nature, the organizational repercussions of workplace romance may cause managers to fear these relationships (Ouinn, 1977).

When the relevant literature is examined, it is seen that there are different factors that cause workplace romance. First of all, workplaces are natural environments that allow emotional relationships between employees in many respects. The long hours that male and female employees spend together for work purposes provide a suitable atmosphere for employees to get closer, get to know each other well, and share sincere relationships (Anderson and Fisher, 1991). Today, in modern workplaces, many employees work together for a long time in the same environment, without gender discrimination and based on teamwork. Logically, these environments and interactions lead to increased romance, dating, and informal intimate relationships among coworkers (Rabin-Margaloith,

2006). Working together at work allows employees to know each other. As employees become more familiar with each other, the likelihood of having emotional relationships with their counterparts or managers increases (Lickey et al. 2009). In fact, the workplace is an ideal environment for the development of romantic relationships. Because employees who are constantly interacting with each other evaluate each other in a non-threatening and time-limited environment. As a result of this evaluation, employees can see who has personality traits that suit them, are kind, loyal and emotionally stable (Amaral, 2006).

Many scientific studies reveal that as more women enter working life, romantic relationships at work increase. Although workplace romance was seen as an undesirable situation by many commercial organizations in the past, workplace romance began to be accepted, especially since the 1960s, with the increase in female employees in working life and their appearance in management levels (Swartz et al. 1987; Appelbaum et al., 2007). The reasons why men and women have romantic relationships at work may be different. Generally, men seek excitement, ego satisfaction, love adventures and to increase their social status; Women, on the other hand, enter into romantic relationships at work in order to access organizational rewards more easily (Quinn, 1977). While romantic relationships are less common in organizational cultures where change is slow, such as the banking and finance sector; Romantic relationships are more common in friendly and freer organizational cultures where physical attractiveness is at the forefront, such as the advertising, hotel, tourism, retail and media sectors (Williams et al., 1999; Mano and Gabriel, 2006).

2.2. Types of romantic relationships at workplace

It is possible to classify romantic relationships at work in different ways. In this classification, the reasons for the relationship and the organizational positions of the partners in the relationship come to the fore. According to the factors that motivate the relationship, romantic relationships at work can be divided into three types: friendly, utilitarian and ego-oriented. In friendly romantic relationships, partners have sincere and friendly feelings towards each other. In utilitarian romantic relationships, partners try to benefit from the relationship. In ego-oriented romantic relationships, there is a desire to satisfy the egos of both partners (Powell and Foley, 1998). A common classification in the literature on romantic relationships at work is made according to the positions of the partners in the relationship at work. According to this classification, romantic relationships are divided into three groups: hierarchical, peer-to-peer, and romantic relationships involving married employees (Lickey et al., 2009).

Hierarchical romantic relationships occur between employees with different hierarchical positions within the organization. In these relationships, one of the partners is in a managerial or superior position. (Lickey et al., 2009) This type of romantic relationship is often not seen as fair and appropriate by other employees. Because the subordinate partners of the relationship may abuse the power gained through the relationship (Segal, 2005). This kind of problem is especially likely to occur in mentor-trainee relationships. Because trainees have less authority and power than their mentors, they may be exposed to abuse (Morgan and Davidson, 2001).

Peer-to-peer romantic relationships occur between employees who hold similar positions within the organization. These relationships may be seen as more harmless compared

to hierarchical romantic relationships in terms of their organizational results. Counterpart employees share long working hours with each other to perform routine tasks or work on projects. These sharings also continue in non-work social environments such as meal breaks, sports activities, meetings and volunteer activities (Shellenbarger 2004; Powell and Soley, 1998). In peer romantic relationships, partners have similar education, interests, and work history. These types of relationships are usually kept secret at the beginning of the relationship. In peer-to-peer romantic relationships, organizational confidential information is likely to be shared between the partners and inappropriate sexual behavior is likely to occur in the workplace (Powell, 2001). Romantic relationships involving married employees are relationships that occur when one or both employees are married. Since these types of romantic relationships are seen as unprofessional in many parts of the world and damage organizational reputation, they are viewed negatively by both organizational management and employees (Schwartz and Storm, 2000).

2.3. Results and management of workplace romance

Workplace romance can produce different results depending on their level and type. When the literature is examined, it is seen that workplace romance have both positive and negative results in the workplace (Çoban, 2020). Some studies reveal that the positive energy generated by romantic relationships increases employees' work performance and that employees are happier and more productive compared to before the relationship. Additionally, workplace romance reduce stress and communication conflicts; It has been shown to increase organizational commitment, job satisfaction, communication, cooperation and innovative behaviors (Berman et al., 2002; Wilson, 2015: 7; Pierce and Aguinis, 2003). Since some of the romantic relationships in the workplace result in marriage, this leads to positive organizational results in the workplace (Wilson et al., 2003). According to Pierce (1998), the more satisfied employees are with their private and romantic relationships, the more satisfied they are with their jobs.

When the relevant literature is examined, a significant part of the research reveals the negative results of workplace romance. Behaviors such as gossiping, long meal breaks, arguments between partners, coming to work late or leaving work early are some negative results of workplace romance (Quinn and Judge 1978). In particular, hierarchical romantic relationships may cause perceptions of injustice and favoritism among employees. Additionally, in romantic relationships that end badly, partners may blame each other. The accusation that employees fear most in this regard is sexual harassment (Lickey et al., 2009). Female employees who have romantic relationships at work are often emotionally and moody; Men, on the other hand, are seen as spiritually balanced. Employees mostly have negative perspectives on the factors that lead women to romantic relationships. This is because women want to rise faster in the organizational hierarchy through romantic relationships. For this reason, unpleasant ascriptions are made to women who have romantic relationships at work (Morgan and Davidson, 2008; Riach and Wilson, 2007).

Managers and employees may not look favorably on workplace romance because it has more negative results. However, it is not possible to completely prevent romantic relationships at work. Organizations can manage workplace romance by carefully analyzing the factors that lead employees to romantic behavior at work and without ignoring the positive

results of romantic relationships. In this context, managers must act logically and sensitively within the scope of their organizational sensitivities. Otherwise, imposing strict rules, prohibiting romantic relationships at work, or firing employees may harm organizational performance (Ariani et al., 2011). Organizations may view workplace romance in different ways depending on their own values and norms. While some organizations consider romantic relationships in the workplace normal, others may not. In this context, organizations can inform their employees about their ethical values and policies against workplace romance (Aguinis, 2009). According to Quinn (1977), managers can act against workplace romance in three different ways. First, managers may not react by ignoring romantic behavior in the workplace. Second, sanctions may be imposed against romantic relationships. Finally, romantic relationships can be managed by approaching them positively and providing counseling.

3. Methodology

The aim of this research is to examine different aspects of workplace romance experienced by flight attendants in the aviation industry. For this aim, qualitative research method was used to examine the research subject in detail. The research was guided by the phenomenology design, which is one of the qualitative research designs. The phenomenology pattern both guides and gives flexibility to the researcher without leaving the focus of the research, allowing the phenomena that are a part of daily life to be examined in depth and detail (Yıldırım and Şimşek, 2018).

3.1. Sampling and data collection

The employees participating in the research were selected according to the purposeful sampling method. The purposeful sampling method allows the researcher to select participants who provide the best understanding of the research problem (Creswell, 2017). For this reason, flight attendants working in different civil aviation companies in Turkey were included in the scope of the research. The reason why flight attendants were included in the scope of the research is that flight attendants of different genders, men and women, work in a physically narrow work environment with frequent and long-term communication with their counterparts and the cockpit crew. Semi-structured interview method was used to collect data from the determined sample. The research questions prepared by taking into account the literature review and scales regarding the concept of workplace romance and addressed to the participants are presented in Table1.

Table 1. Research questions

	Questions
1	For what reasons do you or other employees at your workplace have romantic relationships? Do you think these reasons are different for male or female flight attendants?
2	What organizational factors make it easier or more difficult to have romantic relationships in your workplace?
3	What kind of romantic relationships are most common in your workplace? What are the reasons?
4	How do managers and employees react to romantic relationships at your workplace?
5	What are the individual and organizational results of romantic relationships in your workplace?
6	In your opinion, what should be done to manage workplace romance?

Due to the intensity of the participants' workload, flexible working hours and time constraints, the interviews were held separately and online with each participant between May and July 2023. Each participant was interviewed for approximately 45 minutes. The data collection process was completed when the saturation point was reached. In qualitative research, data collection is completed if the data obtained for the creation of research themes reaches a certain saturation and no new perspectives emerge (Creswell, 2017). The data collection process was completed by interviewing 11 participants within the framework of the saturation point. The demographic characteristics of the participants are presented in Table 2.

Table 2. Demographic characteristics of the participants

Participant	Job Title	Gender	Marital status	Age	Working Time	Education Level
P1	Cabin Chief	Female	Married	38	14	Master's degree
P2	Cabin Chief	Female	Single	46	20	Master's degree
P3	Cabin Chief	Female	Single	37	12	Bachelor's degree
P4	Flight Attendant	Male	Single	28	6	Bachelor's degree
P5	Cabin Chief	Male	Married	37	11	Bachelor's degree
P6	Flight Attendant	Female	Single	27	5	Bachelor's degree
P7	Flight Attendant	Male	Single	26	3	Bachelor's degree
P8	Flight Attendant	Male	Married	29	4	Bachelor's degree
P9	Cabin Chief	Female	Married	37	13	Bachelor's degree
P10	Cabin Chief	Female	Single	41	13	Bachelor's degree
P11	Flight Attendant	Male	Married	38	6	Master's degree

3.2. Data analysis

The data collected in the research was analyzed according to the content analysis method. The aim of content analysis; It is to summarize and interpret the data in a descriptive and inductive way, and to reach unrecognized codes, categories and themes by subjecting them to in-depth processing, and to interpret them by arranging them in a way that readers can understand (Yıldırım and Şimşek, 2018). MAXQDA 24 qualitative data analysis program was used to analyze the data. During the analysis process, the data were systematically examined by both researchers separately and then together to reach the final version of the research themes. The emerging themes were supported by quotes from participant statements, and the findings were interpreted by the researchers in the conclusion. In addition, qualitative data were supported by graphs and quantitative data.

The approaches adopted regarding the validity and reliability of the research are listed below (Creswell, 2017; Yıldırım and Şimşek, 2018; Sığrı, 2021):

• While determining the research topic and questions, experts working in the aviation industry were interviewed and the content of the research was guided according to their feedback.

• Information about the research method, process and results are explained in detail.

• The sample of the research was determined according to the purposeful sampling method.

• Triangulation method was used in the research. Thus, different participants were included in the research, and the research topic was tried to be explained by supporting the data obtained through interviews with different data sources.

• Long-term interaction was achieved with the data obtained in the research; The data were cross-examined separately by two researchers and the raw data was stored.

4. Findings and Analysis

The themes of the research resulting from the content analysis are presented in Table 3.

As seen in Table 3, research findings; They are grouped under five themes: factors affecting workplace romance, factors obstructing workplace romance, types of romantic relationships at workplace, results of workplace romance, and management of workplace romance. Each theme was divided into categories within itself, and codes that create semantic integrity with each other were taken into account in creating the categories. The content analysis carried out by the researchers, taking into account the themes and categories is presented below respectively.

Table 3. Themes of the research

Themes	Categories	Codes	Code Frequency	Category Frequency
Factors Affecting Workplace Romance	Expectations Related to Gender	Men's Search for Excitement and Flirting	20	62
		Men's Ego Satisfaction and Desire to Experience Freedom	4	
		Women's Desire to Benefit from the Power of the Captain Pilot	13	
		Women's Desire to Become a Captain's Wife	9	
		Women's Desire for Long-Term Emotional Relationships	5	
		Women's Desire to Be Flirtatious	4	
		Women's Interest in Young and Single Copilots	4	
		Women's Financial Concerns for the Future and Desire for Marriage	3	
	Nature of Flight Task	The Charm of Layover Duty	17	46
		Spending Long Time at Work and Teamwork	15	
		Flight Crew is Variable and Has Many Options	8	
		Comfortable and Friendly Communication Environment	6	
	Similar Characteristics of Flight Crew	Attractiveness and Politeness of the Flight Crew	16	46
		Flight Crew Understanding Each Other	15	
		A Lover Outside the Flight Crew Cannot Understand the Flight Attendants	11	
		Similar Demographic Characteristics	4	
	Place-Based Physical and Social Interaction	Close Physical Contact During Flight	11	26
		Galley Chats	10	
		Regular Cockpit and Cabin Communication	3	
		Crew Rest Room Interaction	2	
	Passenger and Cabin Crew Interaction	Flirting Requests from Passengers	5	10
		Focusing on Rich and Powerful VIP Passengers	3	
		Contacting on Social Media	2	
		Total	190	
Factors Obstructing Workplace Romance	Obstacles Related to Flight Task	Being Task Oriented and Lack of Time on Short Flights	6	10
		Constant Change of Flight Crew	4	
	Obstacles Related to Status	Women's High Status	3	6
		Having a High Managerial Role	3	
	Organizational Obstacles	Being Subject to the Love Contract	3	4
		High Institutionalization	1	
		Total	20	
Types of Romantic Relationships at Workplace	Hierarchical Romantic Relationships	Male Captain Pilot - Female Cabin Chief	4	14
		Male Captain Pilot - Stewardess	4	
		Male First Officer - Stewardess	2	
		Company Manager - Cabin Crew	2	
		Female Captain Pilot - Steward	1	
		Cabin Chief - Cabin Crew	1	
	Romantic Relationships Between Counterparts	Cabin Crew - Cabin Crew	9	13
		Stewardess - Maintenance Technician	2	
		Stewardess - Flight Cook	1	
		Stewardess - Ground Services	1	
	Harmful Romantic Relationship	Relationship with Married Flight Crew	5	5
		Total	32	
Results of Workplace Romance	Positive Results	Sharing Loneliness on Long Missions	4	16
		Business Motivation	4	
		Limited Number of Marriages	3	
		Women's Promotion and Immunity	3	
		Solidarity Between Lovers	1	
		High Organizational Loyalty	1	
	Negative Results	Jealousy	12	92
		Emotional Harm to Women	10	
		Dismissal	10	
		Negative Organizational Impression in the Media	8	
		Disruption of Duty and Deterioration of Business Relations	8	
		Behaviors that Risk Flight Safety (Distraction, Favoritism, Indifferent Behaviors)	6	
		Marriage Endangerment and Divorce	5	
		Competition Between Men (Between Pilot-Steward)	5	
		Bad Names and Social Exclusion	4	
		Organizational Gossip	4	
		Casual and Careless Behavior of Men	4	
		Women's Loss of Power and Performance	3	
		Don't Care About Your Ex	3	
		Favoritism	3	
		Immoral Relationships	2	
		Manager's Loss of Authority or Job	2	
		Pilot's Wife and Stewardess Quarrel	2	
		Stewardess Boyfriend and Pilot Fight	1	
		Total	108	
Management of Workplace Romance	Individual Perspective	Thinking Romantic Relationships Are Natural at Work	14	30
		Acting According to Ethics and Organizational Rules	7	
		Intervention for Negative Behaviors	5	
		I Am Against Emotional Relationships at Work	3	
		Reaction to Intermarital and Negative Relationships	1	
	Organizational Perspective	Staying Neutral and Ignoring	8	10
		Psychological Support in Adverse Situations	1	
		Disclosure of the Company's Code of Ethics	1	
		Total	40	

4.1. Theme 1: Factors affecting workplace romance

Theme 1 was examined under five categories: expectations related to gender, nature of the flight task similar characteristics of the flight crew, place-based physical and social interaction, and passenger and cabin crew interaction.

The distribution percentage of the theme of factors affecting workplace romance, consisting of 190 codes, according to categories is presented in Figure 1.
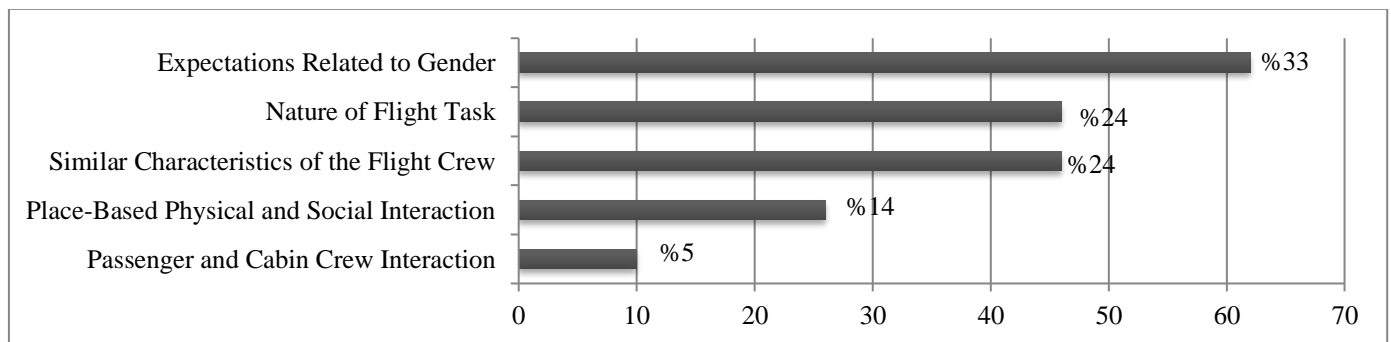

Figure 1. Factors affecting workplace romance

Expectations related to gender

P2: "Men are for flirting and excitement. There are very few serious ones. Women to gain power. For example, if you have a date with the captain, you can immediately rise in the private sector, get a promotion or become untouchable."

P5: "Men want to have a good time and have short-term relationships for excitement. Women, on the other hand, want to get married and have a serious relationship. Women's target is the cockpit. It is intended for the captain. Since stewardesses will have to quit their job when they become mothers in the future, pilots who are paid three times more than themselves may be targeted. First officers are more popular in this regard. Because he is younger."

P9: "I see or hear of stewardesses who get a job just to marry a pilot due to financial concerns. I think it might make sense to marry a pilot since pilots have good social rights."

P11: "Men generally seek short-term excitement for a week or ten days. They are not looking for affection and love. Women, on the other hand, focus on the captain's salary. There are also women who say, "I won't do this job if I marry a captain." However, there are also women who have short and flirtatious relationships."

P3: "Making a pilot lover creates competition in the cabin. For stewardesses, making pilot lovers is like extras around an artist. "The fact that the pilot is a leader, has technical and expert skills, has a high salary, has a strong uniform, has self-confidence and is arrogant (those fingers you see can lift 200 tons) affect stewardesses."

It has been observed that the most important factor among the factors affecting workplace romance is expectations related to gender (33%). The reasons for male and female flight attendants to have romantic relationships at work differ depending on their gender. According to the findings, men mostly seek excitement, flirt, have sex, etc.; As for women, they generally aim to gain power at work, financial concerns for the future, get married and meet their emotional needs; However, it has been observed that some women turn to emotional relationships at work in order to be flirtatious.

Nature of the flight task

P3: "Stewardesses look beautiful because they wear civilian clothes in the layover duty and the girls wear make-up and let their hair down. The layover duty environment is a more flexible place. There are hotels ready for emotional affairs and plenty of free time."

P2: "You are in close contact with each other during the flight task and you definitely establish a dialogue with your colleague because you are in very close contact. When you stay at layover duty after the flight, you have to adapt to the team. The hotel has a nice and comfortable environment. Going to meals together in a hotel, sharing loneliness in distant places like Africa, and sharing difficulties together provide the opportunity to get to know each other closely and get romantically close with our colleagues."

P4: "The friendly atmosphere, teamwork and easy communication during the flight make the work environment attractive. Feeling comfortable and free, and having a long layover duty at the end of the flight can make you fall into the wind of romantic relationships."

P1: "Since the flight crew flies with different teams, there are many options. When you see the other person's expectation, you take your stance accordingly."

P3: "Single pilots will definitely have many dates until they get married. Because there are so many options for flirting in the cabin."

It has been observed that some factors arising from the unique nature of the flight task pave the way for romantic relationships. Particularly after long flights, the flight crew staying together to rest is seen as an attractive environment for romantic relationships to emerge. A comfortable hotel environment, flight attendants communicating closely with each other, away from work stress, and sharing their loneliness can increase the interaction between opposite-sex flight attendants. Since the flight task is based on teamwork, it requires close communication and time sharing for a long time, which gives attendants the opportunity to know each other closely. After sharing difficult conditions during the flight, relationships can become closer in the comfortable environment of the rest period. In addition, changing the flight crew for each task can help attendantss get to know different people and increase their options in terms of emotional interaction.

Similar characteristics of the flight crew

P9: "You see the flight crew at their politest and best in terms of their speech, attitude and behavior on the plane. This situation also affects."

P10: "Stewardesses are beautiful and attractive. Stewards are also intellectual, attractive and know how to have fun at the layover duty. Appearance is important for romantic

relationships. Stewardesses who gain too much weight are warned by the company."

P11: "Flight attendants have a certain physical standard. Everyone is physically fit. Men are attracted to tall women. This situation also affects.

P1: "Anyone other than the flight crew can hardly understand the work environment we live in. The flight crew often have romantic relationships with each other because they understand each other."

P3: "People outside may not understand us. However, the flight crew understand each other, so a romantic relationship develops easily between us."

P7: "It is very important for employees to understand each other. It can be a problem because someone who is loved from outside does not understand our work. We work side by side in a tight environment and go to layover. Those who have lovers from outside are jealous or think badly about us."

P1: "Generally, the same training levels of the flight crew increase their communication and sharing. Most people are highly educated and bilingual. In such a situation, it is very natural for romantic relationship to develop."

It has been observed that the flight crew's similarity in many aspects facilitates workplace romance. Due to the commercial concerns of the aviation industry, the fact that flight attendants are always physically attractive and well-groomed, communicate sincerely and politely, and have similar demographic characteristics such as education level causes flight crew to prefer each other in terms of romantic relationships. However, all of the participants stated that employees' ability to understand each other is an important reason for workplace romance. Because overcoming difficulties together and acting in solidarity during the flight task; At the end of the flight, sharing their loneliness together while resting in different places away from their homes allows the attendants to understand each other. It has been stated that a lover who does not know the nature of flight task is often a source of trouble in such situations.

Place-based physical and social interaction

P6: "The places we work in are narrow. This physical closeness affects romantic relationships."

P2: "Romantic relationships occur as much or more in our work than in any other work. Because we work in a comfortable environment in terms of communication. Additionally, since the plane interior is narrow, we come into close physical contact in the same environment. Therefore, there is definitely a dialogue between us."

P7: "Touching and contact may occur in narrow-body aircraft. Especially in galley. Inevitably, we sit down and are impressed. When you are alone in the galley, there is a lot of chatting and interaction. This interaction continues on the layover time and in the hotel."

P4: "The most suitable place for romantic interaction is the rear galley. In large aircraft, passengers and cockpit crew cannot hear what is said in the rear galley. Since galleys are friendly places away from work, you will be calm and comfortable. Informal topics can be discussed there and a romantic relationship can develop."

P6: "We have time to chat on long flights. There is about two hours of rest on long flights of 12-13 hours. During this time, we can chat in the galley."

P3: "Usually communication takes place in the galley. In terms of physical or verbal contact, the galley is a place of attraction."

P10: "In the crew rest room, attendants undress without distinguishing between men and women, with a curtain in between. Here the attendants change their clothes and go to bed. Even though there is a curtain in between, the opposite sex can be affected here."

Physical and social interactions that occur depending on the place in which flight attendants work while doing their jobs can trigger romantic relationships. Especially in narrow-body aircraft, sexual attraction may occur between attendants of the opposite sex and the cockpit crew due to physical closeness and teamwork. Eye contact or physical contact during work may cause attendants to be influenced by each other. According to most of the participants, the most suitable place where attendants communicate more sincerely and comfortably is the galley at the back of the aircraft. Even though attendants in the cabin are physically close, they act formally towards the passengers and each other because they are duty-oriented. However, the galley is a place away from the passengers, where attendants stay alone and have friendly and informal communication. The crew rest room is another physical place where attendants rest and see each other in different situations.

Passenger and cabin crew interaction

P2: "Outside the cabin, stewardesses prefer strong, wealthy male passenger candidates who work free and flexible hours and can go abroad for dating. For this reason, sometimes passengers flying in the VIP or business section may be more approachable if stewardesses catch their eye."

P4: "Stewardesses may sometimes come into close contact with wealthy or businessman passengers and treat them more friendly than usual. A friend of mine had romantic relationship emotional affair with a passenger."

P5: "Male passengers are generally bold towards stewardesses. There are incidents of giving business cards, writing on a napkin, and asking for a phone. Flight attendants do not come into contact with many passengers out of the blue. However, if a request comes from the passenger, the attendant may consider it. But this situation is a risk for the stewardess."

P6: "Passengers make daring compliments. Sometimes they give their phone number when getting off the plane. Or they find your name and surname on social media and make a connection."

P7: "I have friends who establish romantic relationships with passengers. A female friend of mine took the name of a volleyball player sitting in the economy section from the passenger list on one of her flights. Then she connected with that passenger on social media and they eventually got married."

P10: "An Indian passenger gave me his card to star in his movie. On the layover time, passengers offer us to go to dinner and entertainment. A friend of mine married an economy passenger."

When the research findings are examined, it is seen that flight attendants can have romantic relationships not only with their colleagues at work but also with passengers. In particular, stewardesses' offers to flirt or have a relationship are sometimes met with a response. It is thought that the flight attendants's physical attractiveness and politeness are effective in the passengers' offers. However, it has been observed that stewardesses pay closer attention to VIP passengers, especially those who seem powerful, rich and influential, triggering emotional relationships. It has been observed that social media tools, which are widely used today, are an important tool for

passengers and flight attendants to reach each other, get to know each other and engage in romantic relationships.

4.2. Theme 2: Factors obstructing workplace romance

Theme 2 were examined under three categories: obstacles related to flight task, obstacles related to status and organizational obstacles. The distribution percentage of the theme of factors obstructing workplace romance, consisting of 20 codes, according to categories is presented in Figure 2.
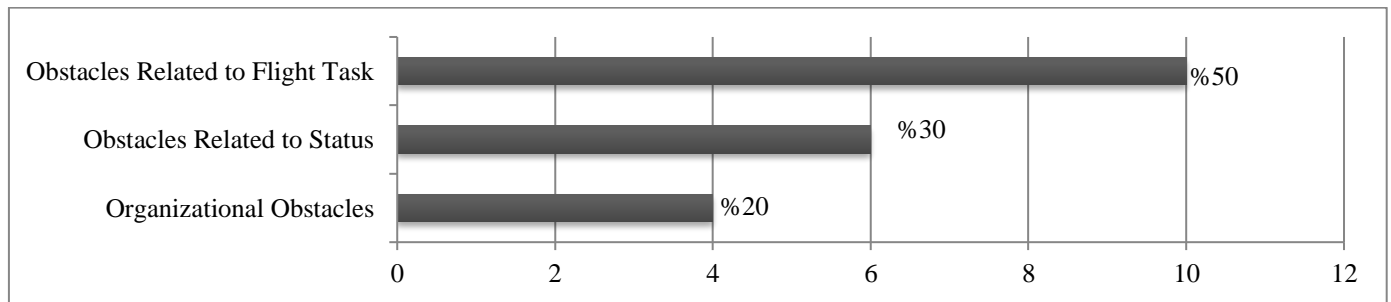

Figure 2. Factors obstructing workplace romance

Obstacles related to flight task

P2: "Everyone does their duty on short flights. There is no time for romantic interaction. We can't even go to galley."

P5: "On short flights, opposite sexes are task-oriented and do not have the opportunity to get to know each other and chat. Long flights are more suitable for getting to know each other."

P11: "On short flights, you are task-oriented and you cannot lift your mind because of work. You don't have time to chat with your co-worker or have a romantic relationship."

P8: "We always work with different people. Sometimes you can see a colleague of yours after a year or two. You don't see each other for a long time. In this respect, it is a little more difficult for us to establish romantic relationships than someone who always works in the office."

P11: "Flying constantly with different people due to duty rotations triggers short relationships, not long romantic relationships. If the attendants like each other, it happens, but if not, they get away. Then they never see each other again."

P5: "Due to rotations, you constantly see new colleagues. Employees can act relaxed because it is difficult for them to encounter each other again. This rotation is a chance for those looking for a short or overnight romantic relationships."

It is seen that obstacles related to flight task have an important place (50%) among the factors that obstruct romantic relationships. It has been determined that especially on short-term flights, flight attendants are task-oriented and cannot find enough time for social or romantic interactions. In this respect, long flight tasks are thought to be more suitable for romantic interactions. However, the fact that different crews take part in each flight task is seen as an obstacle to long-term emotional interactions. However, constantly changing crews create an opportunity for employees who want to experience short-term excitement and romantic interaction with different people

Obstacles related to status

P10: "I have never seen a relationship where the woman is in a higher position in a romantic relationship. I guess a relationship like this can be difficult. In general, men are in a higher position."

P2: "The relationship between female cabin chief and steward is low. Generally, the man's position in the relationship is high. I have never seen a relationship between a female pilot and a steward. The relationship between the two flight attendants is getting better. They feel comfortable

because they do not have a superior-subordinate relationship and they are in the same position."

P4: "Stewardesses are focused on establishing relationships with pilots with higher salaries or status than themselves, or employees of equal rank to them. The relationship between a female cabin chief and a steward is a bit unusual. It would be a difficult relationship and I haven't seen much of it. In my opinion, women should be equal to me or below me in status."

P6: "The relationship between a male supervisor and stewardess is more common than the relationship between a female supervisor and a steward. When a woman is a supervisor, she can avoid emotional relationships with a subordinate employee due to her position. The female cabin chief generally prefers to flirt with the pilot due to her position."

P7: "In romantic relationships, men generally have a high status. I have never seen a relationship between a female pilot and a steward. But the number of female pilots is increasing. Why not in the future?

P9: "Having an emotional relationship with a subordinate employee may harm the authority of the manager."

P1: "The manager who represents the company at a high level should be more careful about romantic relationships. Since corporate impression is very important, managers may be afraid or hesitant to have emotional relationships with employees."

It has been observed that status is an important determining factor in the romantic relationships that flight attendants have at work. Stewards often tend to have romantic relationships with stewardesses whose positions are equal to or inferior to theirs. Because a woman's high job status may disturb the male partner in a romantic relationship, which is an informal relationship. Stewardesses, on the other hand, generally prefer romantic relationships with men with higher status than themselves due to their search for power at workplace. For this reason, the high status of a woman in a romantic relationship can often be seen as a problem by the male partner, and men avoid such a relationship. In addition, it has been observed that especially senior managers avoid romantic relationships with employees in the workplace. Managers may avoid romantic interactions with employees out of concern that romantic relationships at work will reduce their authority and damage the corporate image.

Organizational obstacles

P9: "I heard that some airline companies make you sign a love contract stating that you will not have children or have emotional relationships at work. It is difficult to implement such contracts in our industry."

P5: "People get married and have children thanks to flirting at work. How will employees get married if there is a love contract? Even if it were, this contract would not be very valid."

P7: "In our work, no one accepts the love contract. The love contract does not suit us."

P8: "I think as institutionalization increases, romantic relationships decrease. Because employees in corporate companies have to pay attention to their behaviors in accordance with the rules, they will avoid romantic relationships at work."

It has been observed that the contracts implemented by some businesses to prevent employees from having romantic relationships at work are a factor that obstruct romantic relationships at work. Despite the love contract, some employees may not hesitate to have romantic relationships at work. However, in cases where romantic relationships negatively affect organizational performance and image, employees may be subject to criminal proceedings due to the contracts in question. Employees who are aware of this situation will avoid having romantic relationships at work. Having a love contract at work can be seen as a situation related to institutionalization. Because in corporate enterprises, there is a formal organizational structure since the rules and processes regarding both the business and social behavior of employees are certain.

4.3.   Theme 3: Types of romantic relationships at workplace

Theme 3 was examined under three categories: hierarchical, between counterparts and harmful romantic relationships. The distribution percentage of the theme of romantic relationship types, which consists of 32 codes, according to categories is presented in Figure 3.
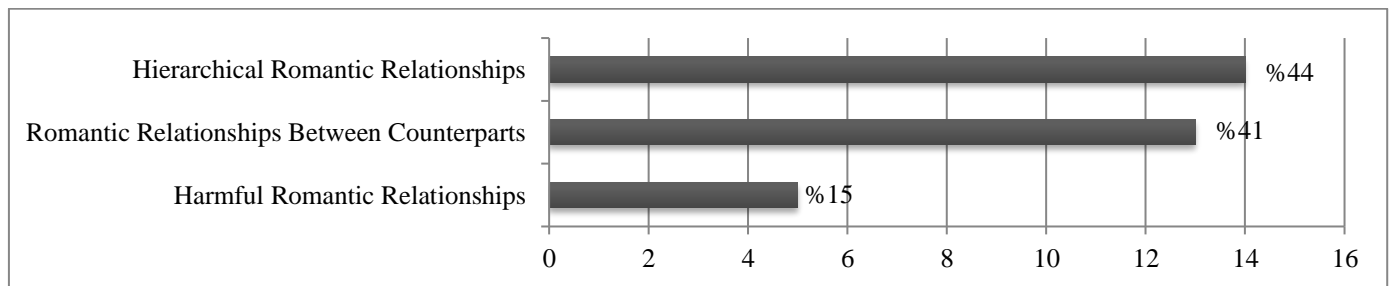

Figure 3. Types of romantic relationships at worplace

Hierarchical romantic relationships

P1: "There can be a romantic relationship between the cabin crew and the captain pilot. The fact that the captain and especially the cabin chiefs have high communication levels and generally have the same education levels increases their communication and sharing."

P11: "The captain pilot and stewardess relationship is the most common. The reason for this is the captain's salary and power. Stewardesses always dream of marrying a captain."

P7: "First officers are more flirtatious because they are young. Because first officers are so attached to their cabin crew, they tend to have romantic relationships with them."

P10: "There is a greater romantic relationship between the cabin and cockpit crew. Due to the financial means of pilots, cabin crew's target is always the cockpit. First officers are very valuable, especially for stewardesses. Because the first officers are young, have just finished flight school and are blindfolded. If you catch them, you are in heaven."

P7: "The most romantic relationship occurs between the captain pilot and the cabin chief. In the cabin, there is more of a relationship between two attendants."

P5: "There is a cabin chief and attendant relationship in the cabin. The superior's position has no effect on this relationship. They both met in the cabin. In our work, everyone does their duty. Romantic relationships do not reflect on the flight task."

P3: "There can be a romantic relationship between a company manager and a flight attendant. However, this relationship is dangerous and causes gossip within the company."

P9: "I saw a female pilot who was married to a steward."

When we examine the types of romantic relationships at work, it is seen that hierarchical romantic relationships experienced by employees with different statuses are in the majority (44%). Hierarchical romantic relationships mostly occur between the cockpit and cabin crew. Because cockpit and cabin crew, separated from each other due to their duties and status, are two different hierarchical groups of the flight crew. Although the captain pilot is usually the target in hierarchical emotional relationships, first officer pilots are also preferred because they are mostly young and single. Although romantic relationships between company managers and flight attendants were rare, they were seen as other hierarchical romantic relationships.

Romantic relationships between counterparts

P9: "Romantic relationships are most common among flight attendants. Because this group sees each other the most and works together. Also, the number of flight attendants is higher. There are also flight attendants who marry ground crew or maintenance technicians. However, since our communication with the ground crew is limited, the number of relationships with them is limited."

P4: I see more romantic relationships between two flight attendants. Because they share the same work environment and responsibilities, Romantic relationships between counterpart employees are the most natural."

P8: "Romantic relationships are more common among flight attendants in the cabin. In these relationships, the man's position is generally higher and the woman's position is lower."

Romantic relationships between counterpart employees are relationships that flight attendants do not have a hierarchical

relationship with and have with employees who are in the same position as them. Romantic relationships between counterpart employees appear to be as common a type of romantic relationship in the workplace as hierarchical romantic relationships. It has been observed that the most common romantic relationships between counterpart employees are among flight attendants. Because at work, cabin crew constantly see each other for long periods of time, work in close contact and help each other in difficult situations. Additionally, the large number of flight attendants increases their options for romantic relationships. Although less common, flight attendants have been found to have romantic relationships with aviation employees in the same hierarchical position as them, such as maintenance technicians, ground staff and flight cooks.

Harmful romantic relationships

P2: "I believe in the superiority of love. But the most dangerous type of romantic relationships are relationships between married employees. The relationship between the married captain pilots was heard and events broke out in the company. The captain pilot's wife caused a stir."

P10: "There are people who are married and have romantic relationships. This is the most harmful romantic relationship."

P4: "The romantic relationship between a married senior manager and a captain pilot is the most dangerous relationship."

P11: "Actually, the most dangerous thing is the romantic relationship between a married person and a single person. Generally, the captain is married and the stewardess is single. The stewardess knows that the captain is married. But in the long run, the stewardess hopes to get the captain pilot."

P5: "The most harmful type of romantic relationship is between married employees. In this type of relationships, partners at first hide that they are married. Then, when this situation is realized, it becomes a problem. Moreover, this type of relationship is immoral."

According to the participants' statements, when the types of romantic relationships were examined, it was seen that hierarchical and counterpart's romantic relationships were considered natural, while a romantic relationship with a married employee was both harmful and immoral. It has been observed that captain pilots, who are a partner of such relationships that contradict social value judgments, are generally married, and in some cases, stewardesses knowingly have romantic relationships with married pilots for different reasons. However, in romantic relationships where one of the partners is married, the probability of negative situations such as fighting, divorce, and damaging the corporate impression is very high.

4.4. Theme 4: Results of workplace romance

Theme 4 was examined under two categories: positive and negative results. The distribution percentage of the theme of the results of romantic relationships, which consists of 108 codes, according to categories is presented in Figure 4.
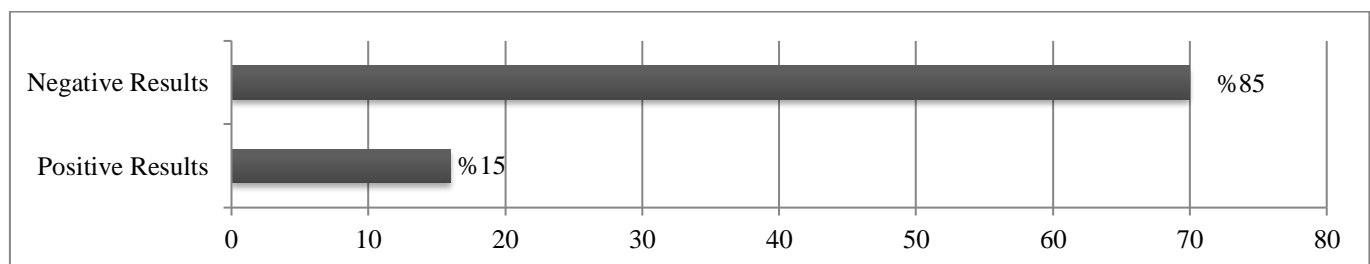

Figure 4. Results of workplace romance

Positive results

P1: "Due to our job, we often work alone and away from our family. In such situations, if we get sick or are in a difficult situation, your lover will provide great support. Working together with employees who are lovers increases their motivation."

P2: "Where can employees see flirting? However, he can see it at work or in his immediate surroundings. I saw friends who got married and were happy thanks to these dates."

P2: "If you have a romantic relationship with the captain pilot, you can immediately rise in the private sector, get a promotion or become untouchable."

P3: "If romantic relationships go well and have positive results, beautiful marriages can happen."

P10: "Falling in love with and marrying someone in the environment where I work improves my sense of belonging to the workplace. I would happily go to work to see my loved one."

According to the participants' statements, it appears that having a romantic relationship at workplace has different positive results. First of all, it has been observed that lovers support each other and share their loneliness while doing their duties or during long rest periods after work. This mutual close support and sharing increases the partners' work motivation and commitment. However, some participants also stated that they are professional workers and that partners, even if they are lovers, must be capable of doing their own work without support. Additionally, romantic relationships at work have the potential to turn into happy marriages in the long run. On the other hand, having a romantic relationship with a manager or a powerful employee can contribute to female employees, especially, being promoted or gaining positions.

Negative results

P3: "Leaving a pilot who is well-known in the workplace will have a serious negative impact on the stewardess's future relationships. A stewardess deprived of the captain's power may become jealous and quarrel."

P6: "There may be jealousy because we know each other on the plane. There are bold compliments from passengers. If your partner is with you, there may be a problem."

P8: "I think that romantic relationships at work have more negative results. In romantic relationships, an employee with a high position may favor his or her lover. This situation creates unrest and injustice among crew members."

P9: "Women are harmed more after romantic relationships. As a result, women may continue to work but still be subject to gossip. In our society, they talk behind

women's backs. Men are more comfortable in this regard. In addition, if romantic relationships are reflected on social media and damage the corporate impression, dismissal may occur."

P3: "The romantic relationship between someone from the upper management and someone from the cabin tires the stewardess a lot. It would be a big problem if the manager and stewardess romantic relationship got out. Respect for the manager decreases or he may lose his job. I have seen nepotism in the manager-stewardess relationship. A bad manager-hostess relationship will unseat the manager."

P7: "You should continue to behave professionally after the relationship ends. In negative relationships, there are couples who change their ways when they see each other and do not greet or talk. There are negative relationships that lead to fights or jealousy. This situation may lead to dismissal. My three relationships ended well."

P2: "Romantic relationships can harm the seriousness of business. Even if employees do their job, they can do it sloppy. If a stewardess has a lover in the cockpit, the stewardess may disrupt her work in the cabin. In such cases, the stewardess intends to finish her work as soon as possible and go to her lover."

P3: "I have witnessed many fights between the pilot's wife and the stewardess. Sometimes the stewardess' lover may quarrel with the pilot. The marriage of married pilots may break down. I've seen too many married playboy pilots."

P10: "A woman's low position is an important factor in her being harmed after intercourse. Women suffer more than men in terms of emotional pain, labeling and exclusion. Men

generally do not suffer much because they start relationships for flirting purposes. The aim of men is sexuality."

P4: "Sometimes there is competition between pilots and stewards due to romantic relationships at work. This competitive situation may cause pilots to exhibit unethical or negative behavior towards stewards during the performance of their duties. This situation is very negative for CRM (Crew Resource Management)"

According to participant statements, it appears that workplace romance has more negative results (85%) than positive ones (15%). Jealousy, emotional harm to stewardesses, dismissal, damage to the corporate image, deterioration of work relations, and unsafe employee behavior are among the important negative results of workplace romance. As a result of negative romantic relationships, men are less affected and indifferent than women; On the other hand, it has been observed that women face more harmful results such as bad epithets, gossip, and dismissal. However, it has been observed that negative romantic relationships have damaging results for organizational relationships, such as divorce, competition between employees, fighting, and loss of authority.

4.5. Theme 5: Management of workplace romance

Theme 5 was examined under two categories: individual and organizational perspectives. The distribution percentage of the theme of management of workplace romance, which consists of 40 codes, according to categories is presented in Figure 5.
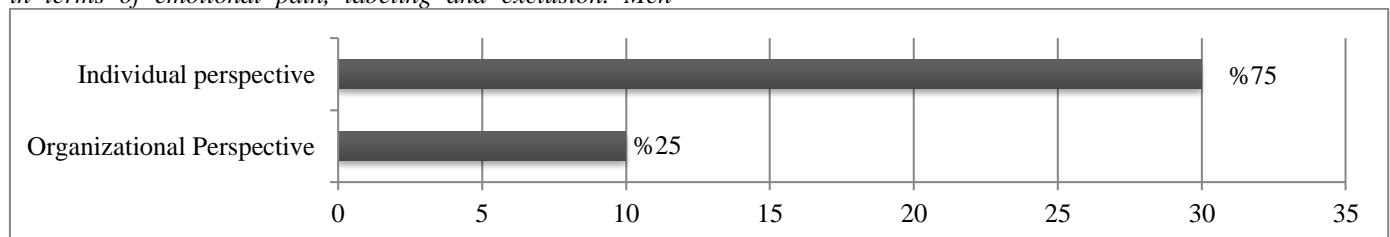

Figure 5. Management of workplace romance

Individual perspective

P5: "It is quite natural to have a romantic relationship at work as long as there is no indifference and things are not disrupted. These are normal things that occur in human nature."

P4: "Romantic relationships are not harmful to the organization. However, there must be certain rules in order for these relationships to occur in this workplace. If that happens, it will have positive results."

P2: "I consider romantic relationships at work normal as long as they are not diverted. Where there are men and women, there are bound to be romantic relationships."

P10: "Workplace romance is quite natural and should not be a problem. These are normal where men and women work together."

P8: "If partners are distracted by their romantic relationships during work and this has a negative impact on their work, I intervene. We need to be constantly careful while flying. Romantic and sexual approaches can be very distracting in an environment where even reading books is prohibited."

P9: "If there is a problem with people having romantic relationships on my plane, I can intervene or report it."

P4: "When there are romantic relationships during the flight, indifferent behavior is often displayed and things are disrupted. Like the management, I do not welcome this."

P2: "Romantic relationships between married employees are not tolerated among friends."

Most participants find workplace romance natural and do not object to romantic relationships. However, participants think that in order to manage romantic relationships at work, these relationships should be lived within the framework of ethics and organizational rules. It was observed that the participants agreed that employees who disrupt their work or exhibit negative behavior due to romantic relationships should be intervened. Participants do not find romantic relationships between married employees right in terms of general moral rules.

Organizational perspective

P5: "Flirting is not something that can be prevented. The company does not object to romantic relationships that are balanced and do not cause problems. People get married and have children thanks to these flirting."

P11: "The company generally does not create a problem with romantic relationships or ignores them. However, if these relationships damage the company's corporate reputation, the company intervenes. The company has no rules regarding

romantic relationships. He evaluates it according to general moral rules."

P5: "The company does not get involved in romantic relationships if it does not disrupt the flight task, if there are no complaints from the passengers, and if there is no incident that will spoil the corporate impression of the company. But if gossip arises due to these relationships and the corporate impression is damaged, the company will intervene."

P8: "There is no corporate policy against romantic relationships in the workplace. But if these relationships reach a stage where they disrupt business, the partners are warned."

P1: "Those who have relationships in our workplace are not viewed negatively. Our company generally wants to support them psychologically."

P9: "It is difficult to implement the love contract in our industry."

Within the framework of managing workplace romance, it has been observed that organizations mostly remain neutral and ignore these relationships. However, at the point when romantic relationships begin to harm work relationships, organizational interventions can be made against these relationships. In some cases, psychological support is provided by the organization to employees who are harmed by romantic relationships. In order to manage romantic relationships in the workplace correctly, it may be beneficial for organizations to explain and implement ethical rules on this subject. However, it has been observed that love contracts developed to manage emotional relationships at work are not very applicable in our country and are not accepted by employees.

5.   Discussion and Conclusion

Workplaces are social spaces where employees who come together for organizational purposes spend most of their time during the day. Employees establish both business and social relationships during the execution of organizational activities. Workplace romance has become an important phenomenon in the organizational behavior literature due to reasons such as the increase in the number of female employees today compared to the past, the fact that male and female employees spend long time together at work and teamwork. Workplace romance refers to emotional relationships shared between two employees in a workplace, involving spiritual and physical attraction and sexual desires being at the forefront. In romantic relationships, which are different from friendship, there is intense sharing between employees in terms of liking, closeness, interest, affection and love (Ouinn, 1977; Pierce and Aguinis, 2001; Powell and Foley, 1998). In this study, conducted in the light of literature review, the concept of workplace romance was tried to be examined in depth with qualitative research method on a sample of 11 flight attendants working in the civil aviation sector in Turkey. The data obtained from the participants through interviews were subjected to content analysis. As a result of the analysis, five main themes regarding the concept of workplace romance emerged. These themes; factors affecting workplace romance, factors obstructing workplace romance, types of romantic relationships, results of workplace romance and management of workplace romance.

When the factors affecting workplace romance are examined; Expectations related to gender, the nature of the flight task, similar characteristics of the flight crew, place-based physical and social interaction, and passenger and cabin crew interaction have been shown to affect workplace romance.   In particular, male and female cabin crew's

demands for romantic relationships at work differ. Consistent with the findings in the literature (Quinn, 1977; Çoban, 2020), mostly men use it for excitement seeking, flirting and adventure; Women, on the other hand, want to gain power within the organization, get married, or enter into a romantic relationship for emotional sharing. However, it has been observed that there are also flirtatious stewardesses who seek excitement and adventure like men. It has been observed that the similar characteristics of the flight crew, the friendly communication environment, the employees' ability to understand each other, teamwork and interaction with passengers are important factors affecting workplace romance. Galley has been seen as the most suitable place for flight attendants to have close physical contact and sincere communication.

It has been determined that some factors at work obstruct romantic relationships. Factors such as being task-oriented on short flights, constant change of flight crew, high status of female employees or managers, and high institutionalization prevent romantic relationships. It has been observed that romantic relationships, especially in which women have a high position, are extremely limited. Generally, male employees prefer to have romantic relationships with women who are lower than themselves in position. There may be two important reasons for this situation: female employees generally work in low positions in the workplace (Appelbaum et al., 2007) and men see women's high status as a threat to themselves.

When the types of romantic relationships experienced by flight attendants at work were examined, it was seen that there were hierarchical, between counterparts and harmful romantic relationships. It has been seen to observed that there are more hierarchical relationships among these relationships. Hierarchical romantic relationships occur especially between employees with different positions and are relationships focused on gaining power within the organization (Lickey et al., 2009). According to the findings, hierarchical romantic relationships that are frequently seen occur between the captain pilot and the cabin chief or flight attendants. The desire to gain power in hierarchical romantic relationships can damage organizational relationships (Segal, 2005). Since pilots are higher than cabin crew in terms of salary and position, pilots become especially attractive for stewardesses. It has been observed that romance between colleagues occurs mostly among cabin crew members. Romantic relationships between counterparts include spending time together for a long time, teamwork, solidarity and similar features (Shellenbarger 2004; Powell and Soley, 1998; Powell, 2001). From this perspective, it can be considered natural to have romantic relationships between cabin crew who constantly work side by side and are in solidarity. Finally, romantic relationships involving married employees are not seen as appropriate or ethical by other employees, but it is a fact that this type of relationship is experienced among employees.

Workplace romance have been shown to have positive and negative results. According to the findings, the positive results of workplace romance are limited. Work motivation, sharing loneliness, marriage, solidarity, gaining power within the organization and organizational belonging are the positive results of romantic relationships at workplace. Romantic relationships have been shown to have many negative results. Jealousy, emotional harm to women, dismissal, disruption of business relationships, and unsafe behavior are among the important negative results of romantic relationships. However, when romantic relationships end, harmful employee behaviors

such as low productivity, retaliation, sexual harassment allegations, cynicism, and hostility may be observed in employees (Greenwald 2000; Schaner 1994; Balaban. 2019).

Flight attendants evaluated the management of workplace romance from individual and organizational perspectives. When evaluated from an individual perspective, participants mostly see workplace romance as a natural phenomenon. Participants who are against romantic relationships at work are in the minority. However, participants think that romantic relationships at work should be lived in accordance with the organization and general ethical rules. From an organizational perspective, romantic relationships are generally ignored unless they cause harm. According to Quinn (1977), ignoring is one of the general reactions of managers to workplace romance. However, the organization's code of ethics has been shown to be a tool in managing workplace romance.

The findings of this study, which evaluated the perceptions of flight attendants on workplace romance in the aviation industry, are thought to be generally in harmony with the basic studies in the literature (Quinn 1977; Powell and Foley, 1998, Pierce and Aguinis, 2003; Lickey et al., 2009). As a general result; It is thought that workplace romance is a reality of modern business life and that workplace romance should be managed due to its individual and organizational results. In organizational activities, especially managers should act by taking these two basic results into consideration. Ignoring workplace romance or imposing criminal sanctions against romantic relationships will negatively affect employees' work motivation and organizational relationships.

Conducting this study with a qualitative research method on a limited number of flight attendants may create limitations in terms of generalization of the findings. Because in the study, the concept of workplace romance was tried to be examined in depth on its own. Other limitations of the research include the difficulties experienced by employees in conveying their experiences due to strict organizational rules and the biased answers they gave. In this context, the concept of workplace romance can be examined on different employee groups and with different variables. Since workplace romance has more negative results, the relationships between negative employee behaviors such as revenge intention, organizational cynicism, negative workplace gossip and intention to quit and workplace romance can be examined. It is thought that the research results will contribute to the literature on the concept of workplace romance and organizational behavior in the aviation industry.

Ethical approval
Ethics committee approval was received for this study with the decision of the Istanbul Gelişim University Ethics Committee Presidency meeting dated 20 October 2022 and numbered 2023-08.

Conflicts of Interest
The authors declare that there is no conflict of interest regarding the publication of this paper.

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