



DYNAMICS AND IMPACT OF ROMANCE OR LOVE RELATIONSHIP IN WORKPLACE CASE STUDY IN GOVERNMENT INSTITUTIONS

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ABSTRACT

Romance in the workplace is a common phenomenon and inevitable from organization. When this romance occurs then dynamics and impacts occur both positive and negative. This impact does not only affect to those who are in love but also to the people around them. Therefore, organization must be careful in formulating policies concerning this phenomenon. This research tries to find out dynamics and impacts of romance in the workplace using qualitative method. Subject of experiment is employees in one of the government ministry who has the experience in having romance in workplace and also the government employees who have work at least ten years of working experience in witnessing the romance in the workplace that has happened until now and the Head of HR in the ministry. Result shows that romance is human right that shouldn't be banned unless it violates the social norm norms of decency that apply here. Romance can bring motivation to the people who has it but it can bring problem when it doesn't work or to the love affair.

KeyWords

Romance in the Workplace, Organization's Policy, Qualitative Research

INTRODUCTION

The increasing number of people both men and women who have to work to be able to meet their needs and existence in the eyes of society and the amount of time spent by them in their workplace causes their interactions with coworkers to be more frequent and longer than their interactions with people outside their work. In a day the average person spends eight hours in the office. Moreover most of the workers work quite far from their house. This forces them to leave home early and arrive home late at night. So it can be imagined in terms of quantity of time interaction with people at home and the quality is also very little because they arrive at home tired.

Fisher (1994, Karl and Sutton, 2000) say that the workplace is the best place to find a partner and have a romantic relationship. Many studies have even shown that many people have managed to find their life partners at work. Spending more time at the office also means less time at home. Generally those who are looking for a partner in the office, also looking for someone who can accompany him home together. It is intended that they can spend more time with their partners. In addition, the spouse can be a morale booster because they can share information and solve problems together. Based on research in America, there are nearly a third of couples meet at work. (Bordwin 1994) In addition, a survey conducted by the Society for Human Resource Management in 2001 carried out a survey and found that 37% of respondents had been involved in a relationship in the workplace. This number increased by 40% compared to 2005 (Parks, 2006). The same survey in 2009 also found that 40% of respondents were involved in a love affair at work (Parks, 2010). Based on the Romance Survey of 2007 as many as 23% of workers have a partner who also works in the same place.

When we study why individuals can be involved in a workplace romance, the reasons can be obtained from all types of scientific disciplines. Interest theory plays an important role in explaining the emergence of feelings of love and social psychology shows a strong relationship between closeness, intimacy and attraction. The closeness effect even states that employees who work close together will tend to increase interpersonal relationships than those who do not work close together (Anderson and Hunsaker 1985). Many social psychology studies place four similarities, namely equality of trust, equality of attitude, equality of education and equality of background as the roots of individual attraction.

Common phenomenon of workplace romance has impacted organizational productivity (Anderson and Hunsaker, 1985; Dillard, 1987; Dillard and Broetzmann, 1989 in Pierce, Bryne, and Aguinis, 1996), work motivation (Mainiero, 1989, in Pierce, Bryne, and Aguinis, 1996), and organizational decision making process (Driscoll and Bova, 1980 in Pierce, Bryne, and Aguinis, 1996).

But the general perception of love relationship management in the workplace is often considered negative to the point that there are companies that prohibit this relationship. For example, Wal-Mart, a retailer, had fired two employees who had a love affair because one of them was married even though he had legally separated from her husband; although later Wal-Mart revised its policy to prohibit the love affair between the supervisor and his direct subordinates. In the UK about 20 percent of leaders have policies on how to regulate love relationships at work (www.hrlaw.co.uk 2003). A survey conducted by Vault.com in 2003 revealed that 36 percent of workers were unaware of their relationship policy. Even in a previous survey conducted in 2002 of HRD professionals revealed 72 percent of respondents admitted that they did not have a policy about relationships in the workplace. What is more worrying is that 14 percent admitted having a form of "unwritten" policies about relationships in the workplace. Unwritten policies make it difficult for employees involved in relationships to interpret exactly what they can or cannot do. For this reason, they often assume this policy based on a cultural assessment of what they can and cannot do.

Romance relationships at work can be a source of happiness for those involved in it. Happiness that emerges is also believed to increase work productivity. Romance relationships at work have been hypothesized to affect important company variables such as employee productivity and work motivation (Cleveland, Stockdale, & Murphy, 2000; Powell & Foley, 1998). But love relationships at work can also be a source of problems for management. If a love relationship occurs between supervisors and subordinates, then this relationship is feared that it can affect other employees in assessing the policies made by supervisors involved in relationship because it can be considered unfair and partial to their partners who are employees under him. Someone who is involved in a love affair but he is someone who has high work motivation has a reason that his love relationship will bring good change for him. Even romantic relationships that lead to marriage can cause someone to work with all their maximum potential because their personal needs can be met. This can bring benefits to individuals and company performance (Mainiero, 1989). But it must also be realized that sometimes the love affair does not end in happiness. When this relationship ends it will allow negative impacts for the employee itself or the people around him.

Talking about love relationships is actually a matter that is very often discussed by many people. The topic of love relationships at work can be found in films, reality shows, gossip shows and novels. But it still not too much discussed scientifically. This is because love relationships at work can lead to the emergence of issues of romance, sex, family problems, ethics, justice and norms of

behavior that can be accepted at work. News about relationships in the workplace causes gossip between employees both positive and negative (Dillard & Miller, 1988). Quinn (1977) even reported that the most obvious impact of a love affair at work is the amount of gossip that appears. The influence of a love affair that can arise causes the need for scientific research to find out exactly what treatments are needed to overcome it.

The purpose of this research is to study the dynamics and the impact of love relationships at work on those involved in relationships and those around them. To achieve these research objectives, there are a number of questions that are sought to answer including : knowing how dynamic relationships are at work, knowing the impact of a love affair at work, knowing coworkers' assessments of employees involved in romantic relationships.

Romance relationships that run well will certainly be a motivation for both. They will be more eager to work. So with the motivation that is owned will be a personal performance driver that is expected to have a positive impact on the company. But on the other hand if the relationship does not go as expected then it can be an impact for the employees themselves and the impact on surrounding colleagues who will indirectly have an impact on the performance of the ministry as a place of work.

In Indonesia, the Ministry of Manpower as a government agency in the field of Manpower has written regulations relating to marriage namely Law No. 13 of 2003 article 153 paragraph 1 letter f which states that employers are prohibited from terminating employment because workers / laborers have blood ties and / or ties marriages with other workers / laborers in one company, unless stipulated in a work agreement, company regulations, or collective labor agreement. The phrase "unless stipulated in a work agreement, company regulations, or collective labor agreement" becomes a loophole for the company to forbid its employees from marrying their office mates. If the employee still wants to get married, usually the company requires that one person resign from the company. Therefore this article has been submitted for a material test submitted by eight private employees, namely JhoniBoetja, EdySaputro, AirtasAsnawi, Syaiful, AmidiSusanto, Taufan, Muhammad Yunus, and YektiKurniasih. At the plenary session at the Constitutional Court building, Central Jakarta on Thursday, December 14, 2017 the Court granted the request for judicial review. With the Constitutional Court's ruling, a company cannot establish rules that prohibit its employees from marrying their office mates.

The Court also stated that the company requires workers not to have blood ties or marriages with other workers in one company and to make that as a reason for termination of employment is not in line with the 1945 Constitution

1. Article 27 Paragraph 2: Every citizen has the right to work and a decent living for humanity
2. Article 28 B: Everyone has the right to form a family and continue the lineage through a legal marriage
3. Article 28 D Paragraph (2): Everyone has the right to work and to receive fair and appropriate compensation and treatment in an employment relationship.
4. Universal Declaration of Human Rights and International Covenant on Economic, Social, and Cultural Rights.

This Constitutional Court Decree does not apply to Civil Servants because the marriage of Civil Servants follows the basic legal provisions for marriages for civil servants, namely:

1. Government Regulation Number 10 of 1983 jo Government Regulation Number 45 of 1990 concerning Marriage and Divorce Permits for Civil Servants.
2. Circular Letter of the Civil Service Administration Agency Number 08 / SE / 1983 and Number 48 / SE / 1990 concerning Guidelines for Implementing Government Regulation Number 45 of 1990 in conjunction with Government Regulation Number 10 of 1983 Concerning Marriage and Divorce Permits for Civil Servants.

The ban on civil servants about marriage is to live together outside the bonds of legal marriage. What is meant by living together outside a legal marriage is a relationship as a husband and wife with a woman who is not his wife or with a man who is not her husband who seems to be a household. If this is done then civil servants are subject to one of the most severe disciplinary penalties based on Government Regulation Number 30 of 1980 (now Government Regulation Number 53 of 2010). If after being warned in writing by the Official, does not stop the act of living together, the civil servants will be disciplined in the form of termination with respect not at the request of a civil servants.

Facts on the ground show that although there is a prohibition with strict sanctions against civil servants, it is still found an affair that occurs between civil servants who are married. This affair occurs also because they are often together to do a job or task.

There has an unwritten policy so that married couples are not in the same work unit. This was taken to reduce the bad effects that can arise. A bad influence that might occur is a fight in the household that will be carried to the office if they are in the same work unit.

Written rules regarding love relationships at work that are not tied to marriage do not have clear rules as long as they do not violate the norms of decency. Usually the things that might happen to a love relationship where the two are not involved in a marriage relationship is that the relationship is going well and they are likely to get married. But besides having to maintain the norms of decency they must also ensure that their love relationship will not have a bad influence on their work environment. Arguing that might occur between them will not create an uncomfortable atmosphere.

LITERATURE REVIEW

1. Romance at Work

Romance at work was defined by Robert E. Quinn (1977: 30) as a relationship of mutual interest between two people in one company. This definition has been quoted and used in the literature on love relationships at work since then. In addition, love relationship at work was defined by Horan & Chory (2011, p.565) as relationships that arise between two people in a company where sexual attraction, affection and both realize that their relationship is more than professional relationships and platonic love. Pierce and Aguinis (2009) defined romance at work as a sexual relationship between two people in a company. While Matthewman, Biggs & Fultz, (2012) defined it as a relationship between two employees who acknowledge their mutual interests, have been dating or have had sex.

In 1996 Pierce, Byrne, and Aguinis developed a significant model to explain the factors that influence the shape and influence of relationships in the workplace. They also focus on the influence of romance in the workplace with the company (Pierce et al., 1996). But their research contribution is unique because they investigated how companies influence the relationships of people involved in relationships.

Romance relationships in the workplace are also developed based on different typologies. Examples of discussions on this aspect are found in Dillard, Hale and Segrin's research (1994: 242-245,252). According to them the most common type of romance at work is:

1. Relationship between men with a higher position than their female partners.
2. Relationships based on passion and a sense of complementarity and not because of a moment of interest or the principle of benefits

Research on these typologies was continued by Lickey, Berry and Whelan-Berry (2009). They distinguish 3 types of relationship in the workplace, namely:

1. Relations between employees (peer-to-peer) / lateral

This type of relationship is a relationship between two people who have the same position at work. Usually this relationship occurs because of the time spent together in carrying out work is quite often. Usually they will keep their relationship a secret from other colleagues, at least at the beginning of their relationship. This type of relationship is considered acceptable because it does not affect the position and will not influence decision making (Pierce, Aguinis, Adams 2000). The problem that may occur is if one of them can intentionally or unintentionally share confidential information with their partner mainly because he works in a different place from his partner. Another problem that can arise is if they exhibit sexual behavior at work and spend too much time together so that it affects their work productivity. And the concern from management if this relationship does not work well is the emergence of a bad influence on the work productivity of the couple and those around them (Powel 2001)

2. Supervisor and subordinate (hierarchical)

Relationships involving individuals who have different positions can cause more complicated problems than the relationship between two people who have the same position. This type of relationship is often considered inappropriate or unfair by most employees because of the possibility of abuse of power against lower level employees (Pierce, Aguinis and Adams 2000). Other employees will see the love relationship between supervisors and subordinates as a negative relationship because it can affect jobs such as assignments, salary increases, promotions, bonuses and more for the supervisor spouse or other employees. Men more often have higher positions in this type of relationship, so this hierarchical relationship can cause not only disruption in the workplace but can also open the door to gender problem and discrimination.

3. Romance where one or both of them are married. (Lickey et al, 2009: 102)

If one or both of them are married, the bad influence on the couple and the company is getting higher. In Indonesia this is considered as a bad thing in the norm. The employees around them will talk about the couple so that it will affect the work atmosphere. This kind of thing will indirectly bring bad influence to the company. The challenge is that companies must be able to protect themselves from the negative consequences of this type of relationship.

All three relationships can occur between men and women (heterosexual) and similar relationships (homosexual). Homosexual relations in Indonesia are still considered as prohibited relations. So that, even if there is a homosexual relationship at work; they will keep it a secret. If they work in a company where there is a fear of homophobic hostility, then homosexual employees will not be able to talk about relationships in their workplace without causing negative consequences (Schaefer, Tudor, and Thomas 2001)

2. Dynamics of Relationships

Before we discuss the dynamics of relationships at work, we will first look at the definition of dynamics according to experts. According to Idrus (1996) Dynamics is something that is capable or powerful, and always moving and changing. Meanwhile, according to Kartono (2007) dynamics is a form of change, whether that is large-scale or small-scale, or quickly or slowly, which is real and is associated with a condition. Dynamics will always occur in humans. This is because humans are destined to become dynamic creatures even in the womb going through phases of change. When they are born they will go through phases that demand they must be able to adjust to all changes in the environment.

Dynamics can occur because of the influence both from outside and from within that makes the conditions of a thing change. Humans as social beings will always need the presence of other humans to be able to interact in order to meet their social needs. These interactions produce dynamics. These social needs occur in all aspects of life, including when within the scope of work. In working every human being needs other people to do their jobs. As we know that humans will not be able to complete all the work that is their responsibility without the presence and help of others.

In the world of work, every human being will make contact or relationship, both verbal and non-verbal with other humans. So that, within a company or organization; as human beings; they will try to merge into the organizational behavior in the company where they work. This effort is carried out in order to be able to adapt to the behaviors and culture that apply in the company where you work. This organizational behavior and culture is what we often call group dynamics.

At present, most people pay little attention or refuse to understand the group dynamics that apply to where they work. Individualistic social systems tend to play a more important role in their working relationships with fellow colleagues. Elton Mayo, has conducted research in 1920 - 1930 at Hawthorne and found that in a company, employees tend to form informal groups that can provide satisfaction and effectiveness of work. Based on this research, it can actually be understood that the dynamics of the groups prevailing in an organization can have an enormous influence on its employees. So you can imagine, it will be difficult to form a solid teamwork if between fellow members do not maintain good relations in working together.

In group dynamics, each employee will strive to adapt to various behaviors that exist, both among fellow employees and the organization itself. To be able to adjust and become part of a solid teamwork, of course they must be able to do things that seem small to the people around them such as always smiling with fellow employees, showing a friendly attitude, try to interact as much as possible with coworkers and others. That way there will be a sense of mutual understanding and understanding of one another. That will make it easy to be able to form a solid teamwork.

3. Impact of romance in workplace

Before we discuss the effects of a relationship, it helps us understand the meaning of the word impact. Impact is the effect, impact or influence that occurs, whether negative or positive, from an action taken by one / group of people who carry out a certain activity.

According to Palak Gupta in his writings in CEOWORLD Magazine there are several impacts of a love affair at work that can be both positive and negative. Possible positive effects are:

1. Being happy because love makes someone a good worker.

Being in love can release the hormone happiness in the body. When a loved one can be seen every day, happiness increases tremendously. Someone who is involved in a romantic relationship can be more productive than before. This can be caused by happiness and satisfaction due to the bond. So this can result in efforts to increase productivity.

2. Motivation to start the day.

The thought of meeting a lover at work makes someone happy and impatient to be able to enter the workplace. They will gain enthusiasm because they will meet someone they love at work. They will tend to always be present as soon as possible and stay in the office longer because this means that they will be longer with their loved ones.

3. Positive atmosphere at work

Workplaces that have policies that are more flexible towards relationships in the office will be filled with a positive atmosphere. Positive attitude from superiors and employees around them.

4. Not easily distracted

Although many people think that love relationships at work really disturb concentration and reduce productivity, there are also many experts who believe that love relationships at work actually cause very little concentration disturbances. This is because they are not often distracted to check each other's existence by communicating via short messages on mobile phones or other social media. They just need to wait for a break to just meet and have lunch together.

5. Mutual understanding of work pressure

Couples who work in the same place will understand better their partner's problems related to work. This will reduce the possibility of misunderstandings caused by work such as difficulty in meeting or stress levels due to high work demands. In addition to the positive effects of a love affair at work can also bring negative impacts.

Possible negative effects are:

1. Mixed between personal life and professional life

The biggest problem with love relationships at work is that personal life is no longer private. This is because this relationship problem becomes the business of everyone in the office. The romance about relationship becomes the gossip and conversation of everyone in the office. The office environment becomes uncomfortable because everyone talks about this love relationship and pays attention to each couple's movements. People around will tease and stare with certain views that can make both of them uncomfortable. Problems with coworkers can get worse if coworkers have problems with a loved one.

2. If this relationship ends

A love affair at work will be a pleasant thing because you can see the people you love every day. But this can be a nightmare when this relationship ends. When the love affair is over and someone will always see his ex every day, this will be a nightmare and extreme pain. There is no escape from the sadness and pain in the heart because they have to keep seeing it every day. This can be worse if people around him blame him for being separated from his partner so that it will become gossip and rumors circulating. The desire not to come to the office so that there is no need to meet with him and the people in the office who are talking about will bring a decrease in productivity and performance.

3. Promotion Issues

Promotion is something that is expected of someone at work but this will be different when the couple involved in romance is in the same initial position but then one gets a promotion while the other does not then this could be a trigger for problems between the couple.

4. Work can no longer be a place of escape from problems.

If there is a small fight between the spouses then the workplace can no longer be an escape from the problem. Personal fight will carry over into work and will have an effect.

5. Too much time together is not good

Being often together can make you feel bored and reduce feelings of happiness like other couples who can only meet at certain times. In addition, negative feelings may arise when you see your partner being close to another man or woman. Gradually the shortcomings of the partner will be more easily seen and create doubts about the commitments that have been made.

These are some of the positive and negative effects that can arise in a romance at workplace. Although some people succeed in relationships at work until they get married, there are also those who fail and feel the impact on their careers.

In this study, researchers will focus on the positive impact of love relationships on increasing motivation (happy to start the day and motivation to start the day) and work comfort (positive atmosphere at work, not easily distracted and mutual understanding of work pressure). As for the negative impacts it will be generalized as an impact that causes work inconvenience.

Motivation is a psychological process that gives purpose and direction to behavior (Kreitner, 1995), besides that motivation is also defined as an internal drive to satisfy an insatiable need (Higgins, 1994) and internal strength that drives individuals to achieve personal goals and company (Lindner, 1998)

Why does a company need motivated employees? The answer is to be able to survive (Smith, 1994). Motivated employees are needed by companies in an era of rapid change. Employees like this can help companies to survive and be more productive. Regarding love relationships, researchers will prove that having a love relationship at the office can be a motivation for employees to be eager to work and try to be more productive.

4. Work comfort

Work comfort is one of the important factors in the success of employees and also the organization. When we see an individual or employee succeed in his work then we can be sure that he feels comfortable in his work. The perceived comfort will enable him to carry out work in accordance with expectations and may even exceed the expectations of himself and the company.

Therefore a company that is able to create a sense of comfort for its employees will make the company able to obtain the best results. Large companies that are able to reach the target and become larger have certainly many employees who are able to work hard because they feel comfortable in it.

Before discussing more about the comfort of work, it helps us know the definition of work comfort. The definition of working comfort is different for each person because they are the ones who will be able to judge whether they feel comfortable or not at work.

The definition of comfortable working according to Abdullahholifah is when a feeling of enthusiasm and enjoy every process in any heavy work and whatever the challenges that work appears in every job done. There are two prerequisites for working comfort to be achieved, namely materials such as facilities, salary (money), office space and so on and immaterial such as a sense of respect, opportunities to grow and develop, a competitive work environment but still support each other, trust, good relations between employees, workload and so on.

Material prerequisites are not a benchmark and guarantee someone will feel comfortable or not at work. Lots of employees who get good facilities and a large salary but do not feel comfortable in carrying out their work, this is related to the second prerequisite, namely immaterial they do not get. Immaterial is very closely related to the feelings and emotions of the employee. Compared to material prerequisites, immaterial prerequisites are more difficult to create. Because this will later relate to all elements within the organization, one of which is the culture of the organization

These two conditions must be met by the company to be able to make the employees in it feel comfortable, and when the company is able to create that sense of comfort, then the performance of the employees will be maximized which will be directly related to the company's overall performance.

In this study, researchers will try to see whether the relationship in the workplace will have an influence on employee work comfort.

Operational of concept in this research are as follow:

1. The dynamics in this study are a form of change that occurs due to the influence of inside and outside of a condition.
2. The impact in this study is the result, impact or influence that occurs, whether negative or positive, from an action taken by a person or group of people who carry out certain activities or actions
3. The love relationship in this study is a relationship of attraction between two people who are more aware of professional interests that lead to joint commitment based on compassion and love.

MATERIALSAND METHODS

The researchers used a qualitative approach using a single case study of a Ministry in Indonesia in carrying out this research. The qualitative approach was helpful in richly capturing the views of respondents in the organization under study while enabling probing into the thoughts and ideas of the respondents so as to acquire a comprehensive insight of the role of H.R in managing workplace romance. Myers (2009) argues that qualitative data can help understand people, their motivations and actions and the broader context within which these people work and live.

Research with a qualitative approach can be divided into five main types, namely: phenomenology, ethnography, case study research, grounded theory, and historical research (Johnson, 2005: 8). For the main type chosen by researchers is Phenomenology. Phenomenology is a form of qualitative research in which the researcher intends to understand how an individual or more experiences a phenomenon. Phenomenology research can be started by paying attention to and examining the focus of the phenomenon to be studied, which looks at various subjective aspects of object behavior. Furthermore, researchers conducted data mining in the form of how object gives meaning to related phenomena. Data mining is carried out by conducting in-depth interviews with objects or informants in the study, as well as by making direct observations about how the research object interprets its experience to others.

The use of a single case study design was carried out on the grounds that this study is an opening study for the implementation of further studies. Therefore this study is not a complete study, because this study is indeed an opening study for further studies.

1. Interviews

Sampling in this study, based on the advice of Mack et al. (2005) that samples in qualitative research can be done in three ways, namely: purposive sampling, quota sampling, or snowball sampling. In purposive sampling, participants were selected based on criteria related to research questions, the number of samples depends on the resources and available time. That's why researcher chose this. It does not reduce the meaning of research, because in case study research more important according to Yin (2003) is the depth of analysis of a phenomenon so that the number of respondents becomes less important.

The sampling frame for this study was based on 8 made up of 3 employee who personally involve in romance in workplace, 3 employee to give opinion on how they feel toward people who have romance in workplace and the policy, management should have and 2 people who have the power to create and implement policy related to romance in the workplace. The major limitation faced was due to the sensitivity nature of the topic with respondents not comfortable to give information they considered private. However with assurances from the researchers on upholding ethical principles of confidentiality and anonymity respondents opened up.

To get information from the respondent researcher classified the respondent into 3 categories and asked them the following question.

Table 1: Conceptual Framework and List of Question.

Aspect	Observed Things	Interview Questions	Method
Informants who have or are involved in a relationship			
Dynamics	Opinions about love affairs in the Ministry	1. What is your opinion about romance or love relationship in your office?	Interview
	people who are involved in romance relationship.	2. Do you think there are many people who are involved in romance or love relationship in your office?	Interview
	Rules/regulation related to romance or love relationships at work	3. Do you think romance or love relationships at work need to be managed by certain rules/policy?	Interview
Positive impact	Motivation	4. What influence does having a love relationship in the office have on you?	Interview
	Working comfort		Interview
Negative impact	Working Discomfort	5. Have you ever experienced unpleasant things related to having a love or romance relationships at the office?	Interview

Aspect	Observed Things	Interview Questions	Method
The Head of Human Resources			
Dynamics	Opinions about love affairs in the Ministry	1. What is your opinion about romance relationship in your office?	Interview
	people who are involved in romance relationship.	2. Do you think there are many people who are involved in romance relationship in your office?	Interview
	Rules/regulation related to romance or love relationships at work	3. Do you think romance or love relationships at work need to be managed by certain rules/policy?	Interview
Positive impact	Motivation	4. Does romance or love relationships at work have a good influence on the employees who experience it?	Interview
	Working comfort		Interview
Negative impact	Working Discomfort	5. Can a love relationship have a bad impact on the employees who experience it?	Interview

Aspect	Observed Things	Interview Questions	Method
employees who have coworkers involved in a love affair			
Dynamics	<i>Opinions about love affairs in the Ministry</i>	1. What is your opinion about romance relationship in your office?	Interview
	people who are involved in romance relationship.	2. Do you think there are many people who are involved in romance relationship in your office?	Interview
	Rules/regulation related to romance or love relationships at work	3. Do you think romance or love relationships at work need to be managed by certain rules/regulation?	Interview
Positive impact	Motivation	4. What do you think about coworkers who have a love affair at work?	Interview
	Working comfort		Interview
Negative impact	Working Discomfort	5. Can a colleague's romance or love relationships at work affect you?	Interview

2. Observation

Researcher also did observation. This method was also taken because the researcher is working in the office where the research was taken a place. Looking at the people around in close distance make it easier for the researcher to see and pay attention to everything happened around and also the behavior of the couple and also observe the judgment of people around them to the couple. Observations were also made before the interview to obtain informants in accordance with the objectives of the researcher. The presence of researchers in the same location as the research site is an advantage and can make more optimal observation. The observation is expected to provide additional data to obtain more accurate research results and be useful for further research.

RESULTS AND DISCUSSION

1. Forms of Workplace Romance happened in this office.

Research on typologies of 3 types of relationship in the workplace by Lickey, Berry and Whelan-Berry (2009) happened in this office as mentioned above. They distinguish, namely:

1. Relations between employees (peer-to-peer) / lateral

1.1 Dynamic

Romance between two people who are both single will not have significant obstacles. Respondent 1 stated that the couple would be more opened to reveal the status of their relationship. Their relationship was not a prohibited relationship. Many of them even get married and live together until they both enter retirement age. Love relationship that leads to marriage can cause someone to work with all their maximum potential because their personal needs can be met. This can bring benefits to individuals and company performance (Mainiero, 1989). Furthermore the respondent 2 stated that the commitment that occurs between two people who are still single is considered good because the commitment is to form a more serious relationship. As Fisher (1994, Karl and Sutton, 2000) say that the workplace is the best place to find a partner and have a romantic relationship. Many people have managed to find their life partners at work.

Respondent 3 also stated since her relationship with her boyfriend between 2 singles, so her boss didn't mind about it and support them well although she also stated that there is also time when her coworker showed a negative view about the relationship because they work in the same unit (room) in the office.

There is no certain rules and regulation applied for this kind of relationship as long as they don't do things that will violate the prevailing social norms. According to the head of bureau of organization and apparatus resources stated that there were no record of exact number of people relating to romance or love relationship in this ministry. She didn't have problems with a relationship between singles there were only rumors although sometimes they came true. she experienced it in several places of her previous posts, romances had happened either between singles or both marriage. in a single position, in her opinion there was no problem.

Related to this respondent 3 also stated that transfer to other work unit or department was much better after marriage because when they were just dating, there were still many obstacles that would not necessarily be they would continue to the altar. It would be a pity if they just transferred, but it turns out they didn't get marriage it would hamper the careers of each of these people.

Respondent 1 stated that she didn't agree that a couple can work in the same work unit or room because it will definitely affect performance, for sure. Because of jealousy, for example an attitude of his or partner toward other coworker. Even though sometime the couple can support each other in their work. It's better in her opinion the couple were placed in different rooms. So they could work as much as possible and make friends freely without making afraid to cause jealousy. She also said actually people worked for their families. So when they work in the same room and there was a problem at home, it would cause unfavorable situation between them and their other coworker. Rules must be made, but it doesn't have to be formal from the ministry or the government, it was ok if it was just a unwritten policy in the department.

Based on the observation done by the researcher in deciding which one should be transferred to other department or work unit is based on certain consideration. An employee was transferred to our work unit because her husband has a higher position in their former work unit, so it will be more difficult for him to transfer to another equal position he has now. While his wife is just a regular staff that can be placed everywhere. There is also another woman who gets transferred after marriage because she is the one who just work in this government office as an outsourcing while her husband is a government employee.

1.2 Impact (motivation and comfort in working)

This kind of relationship usually makes the employee becomes motivated to work and more productive as stated by the respondent 3 that she was more excited to go to the office because she could meet her partner every day. Just as she compared if they didn't work in the same office then the spirit of meeting was only in the weekend and couldn't wait for Saturday. But if they work in the same office, it felt like you wanted to come to work every day.

This kind of relationship is also supported by the Hear of HR. because it can motivate the employee. They will definitely be very enthusiastic, especially to come to the office because they would surely meet their potential partners. They would be enthusiastic in carrying out a job to be judged by their partners. Motivated employee enthusiastically come to the office every day is needed by companies for the company to be able to survive (Smith, 1994). Motivated employees are needed era of rapid change. Work motivation is beneficial for the company (Mainiero, 1989, di Pierce, Bryne, danAguinis, 1996). Employees like this can help companies to survive and be more productive, (Anderson danHunsaker, 1985; Dillard, 1987; Dillard danBroetzmann, 1989 di Pierce, Bryne, danAguinis, 1996). As also stated by Being happy because of love makes someone a good worker as written in CEOWORLD Magazine by Palak Gupta in his writings.

The discomfort can happen from the way her coworker see their relationship especially since she and her boyfriend work in the same room.

Respondent 4 stated that she had witnessed a fight between couples who were high official. Both of them are single. The fight was really attracted the attention of people around them. They yelled, ran and threw rings. Their relationship was acceptable because they were single but the incident remained in memories of everyone although they met them after they retired.

Respondent 6 stated that having a love relationship could make someone changes the way they look, the way they talk. In a sense he dressed more or he could make himself more tidy than usual

2. Supervisor and subordinate (hierarchical)

2.1 Dynamic

This kind of relationship is still accepted in this research as long as between two singles. Respondent 3 stated as long as between singles it is acceptable. This kind of relationship has not report in this office. A relationship between someone superior and his or her subordinate was not recorded or noted by others. There are some who have partners in higher position but not directly under him. Based on the observation taken by the researcher there was a couple who had started dating while they were still in the same position in the same work unit. Later on her husband got promoted. She was decided to be transferred to avoid work issue. Especially, because her husband often asked her to help him doing his task; instead of his direct staff. Respondent 1 has a husband who was in a high position in this office. He was retired a few years ago. She hadn't had a position directly under him. They worked in different floor.

2.2 Impact (motivation and comfort in working)

Respondent 1 said she had many privileges from people around her and his husband although she hadn't worked directly under him. The privilege was not in a form of money but she could get an easier access to higher people without having to go through bureaucracy such as asking for appointment through the secretary. She also never had problem because her husband and her didn't work in the same room. However she said that she always tried to position herself not as the wife's boss so every time she wanted to meet her husband she asked his secretary whether her husband was available to be met and canceled or waited if he had been having a meeting.

Respondent 2 has never heard any bad news regarding this kind of relationship including the possibility of playing favor. Respondent 3 didn't feel worried if the boss play favor to his partner he loves because she thought that everyone can be seen from the performance. If for example the boss had played favor and promoted his partner higher, his partner will face problem if she can't work well. According to respondent 7 This kind of relationship had impact, especially if one of them is an official. The possibility if his loved one get better attention and treatment will make social jealousy in his organization. To overcome this kind of problem usually one of them would be transferred to other work unit. This is consistent with Powell (1993) cited in Powell (1999) who argued that workplace romance may result in conflicts of interest, flawed or biased decision making and other inequities that negatively affect performance.

3. Romance where one or both of them are married. (Lickey et al, 2009: 102)

3.1 Dynamic

Relating to this type of relationship respondent 1 said that Romance or love relationship between single and married or married and married is a phenomenon now, it's not good to say because it's a love affair. Their relationship is hard to describe of the unclear situation. Having this kind of relationship makes the couple couldn't declare their relationship and tried to hide it and not to admit it although people around them could see that. She said that she once heard a gossip related to a relationship between a couple where one of them had married. She began to paid attention to them and conclude that their attitude was like what other had talked about. Falling in love was their right but when one of them were married it would influence people's judgment.

Respondent 2 was also stated that she heard a lot about this kind of relationship through gossip whether it looked serious or just for fun and later she noticed those couples too. It shows how news about relationships in the workplace causes gossip between employees both positive and negative (Dillard & Miller, 1988) and Quinn (1977).

According to Respondent 5, this third type was dangerous and forbidden according to religion. It also would damage both households; there were also impact on both sides. If for example both are caught, a divorce could happen. There was once a woman got divorced from her husband but the man didn't get divorced from his wife. The woman and her children were the ones suffered.

Related to this kind of relationship the head of bureau of organization and apparatus resources stated that a relationship between people who were married was prohibited. Especially, since they were government employee who should follow with Law Number 45 of 1990 that, the procedures for marriage permit and divorce, etc. If there was a report of a relationship related to marriage couple, the bureau would take a further action to solve it immediately.

Furthermore she stated that there was no government regulation that regulated the relationship between two unmarried people; however once they got married there was unwritten policy to be applied that no marriage couple could work in the same work unit or department. One of them should be transferred to other department. This policy was made to avoid the abuse of authority or conspiracy.

If there were a gossip in my department that there was this kind of relationship but there hadn't been a report yet, she would make a personal approach to one of the party to clarify it and remind him or her that we had family at home that needed to be cherished and loved. Sometimes this kind of relationship happened and started because someone needed somebody to share his or her problem.

3.2 Impact (motivation and comfort in working)

For this kind of relationship respondent 2 stated that this kind of relationship didn't have any impact to people around them. The impact was more to the couple, they got sanction after the gossip was proven real. One of them got transferred. Gossip as Quinn (1977) reported that the most obvious impact of a love affair at work is the amount of gossip that arises.

In her new position in one month respondent 7 as the head of HR had already completed 3 cases. Related to reported affair of government employee. Two ended in divorce and one was still in the mediation stage. In solving this government employee always based on the laws made by the government. After clarification sometime it was necessary to transfer one of the employees to other unit if necessary out of town just to minimize the possible interaction between them. If there was a report from the couple's wife or husband there would be an honorary council meeting. If it was proven she or he had an affair than the employee especially those who had a position might lost his or her position and become an ordinary employee. If he or she continued this affair than he or she would be terminated from the office according to Government Regulation Number 30 of 1980 (now Government Regulation Number 53 of 2010)

CONCLUSION

1. Romance is a phenomenon that cannot be avoided in the world of work. This is because feelings of love are the human rights of every individual. When the relationship is between two people who are still single then this will not be a problem and will have the support of those around them as long as they do not violate the norms of decency that apply here. The management also has no rules regarding this matter.
2. The love relationship that has entered into a marriage is only regulated by policy and not yet in law to place them not in the same work unit because to avoid conflicts that start at home or conflicts of interest between their members.
3. Towards direct hierarchical relationships are less common. Prevention for conflicts that occur in this type of relationship is done by moving one of them both. Prevention is also only in the form of policy because there are no official rules or laws that govern it.

4. The type of relationship between a couple who is one or both married is expressly prohibited and regulated by law for civil servants. This law can be applied if there is an official report beforehand.
5. The ultimate question is how an organization through its H.R practitioners can manage workplace romance and prevent potential problems that may be presented. Managing workplace romance will therefore provide standards that serve as benchmarks or reference points with which employees can make reference to. It is the role of H.R practitioners to create an enabling environment where employees' freedom of association and freedom of expression is guaranteed. This means that it is the duty of H.R professionals to establish an approach that will encourage open communication for employees to interact with H.R professionals on issues of employee interest with the guaranty that it would always be confidential. Guaranteeing confidentiality & maintaining the privacy of employee information can build a strong and open communication and trust.

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