



The relationship of the leader member exchange mediated by the perception of romantic relationships at workplace

Petty Dita Anggraeny ^(a) Zainul Kisman ^(b) * Kabul Wahyu Utomo ^(c)



^(a) Postgraduate Student, Master of Management, Trilogi University, South Jakarta City, DKI Jakarta 12760, Indonesia

^(b) Faculty of Economics and Business, Trilogi University, South Jakarta City, DKI Jakarta 12760, Indonesia

^(c) Senior Lecturer, Master of Management, Trilogi University, South Jakarta City, DKI Jakarta 12760, Indonesia

ARTICLE INFO

Article history:

Received 12 October 2022

Received in rev. form 22 Nov. 2022

Accepted 18 December 2022

Keywords:

Leadership Member Exchange,
Motivation, Commitment, Perception,
Relationship

JEL Classification:

O15, D23, J53, C12

ABSTRACT

This study aims to examine the relationship between Leader-Member Exchange (quality of the direct leader-subordinate relationship) with Motivation and Commitment mediated by the Perception of Romance in the workplace. This analysis uses the dependent variable (commitment and motivation) and the independent variable (LMX (quality of direct superior-subordinate relationship) and perceptions of romantic relationships at work). The sampling method used in this study used a purposive sample distributed to all employees in the South Jakarta Area, with an unknown population and SEM sampling with the gameshow formula with a sample size of 100 respondents. The data analysis method in this study used Partial Least Square (PLS), with Smart PLS running on computer media. The results of this study show that all variables are valid and reliable. Thus, the superior-subordinate relationship also positively impacts the perception of romantic relationships in the workplace. Interestingly, LMX towards commitment and motivation mediated by perception of romantic relationship has a positive impact but is not significant. Therefore, this study suggests that the company arrange a clause or policy regarding the relationship between employees.

© 2022 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Introduction

Economic growth encourages men and women to work. The work requires them to interact with each other. Even the intensity of this interaction occurs more frequently than people outside work. Data from the Population and Civil Registration Service shows that the average working hours of employees in South Jakarta are more than 35 hours a week, with 7.79 percent each in service companies, 6.70 percent in government administration, and 22.01 percent in industry. The impact is that in terms of quantity of time, the interactions that occur in the house decrease. In addition, the interaction becomes less than optimal in terms of quality. On the other hand, togetherness between workers while working on projects, overtime, or tasks out of town causes feelings such as comfort, admiration for skills, and the nature of dependence on colleagues to produce a sense of attraction and love at work.

Bordwin (1994) stated that the suitable place to have a romantic relationship or a partner is in the workplace. Couples at work can be a factor in increasing morale. In addition, couples can also be used as a place to share information and help solve problems. American research conducted by Parks (2006) found that as many as 40 percent of employees are involved in romantic relationships in the workplace. This has increased by three percent since 2001, which is 37 percent. The same survey was conducted in 2009 and found the exact figure in 2006 of 40 percent of respondents who had romantic relationships at work (Parks, 2006).

Workplace romance has become widespread, affecting organizational productivity (Pierce et al., 1996). Romantic relationships are a source of happiness, thus increasing motivation and productivity (G. N. Powell & Foley, 1998) and influencing organizational decision-making (Pierce et al., 1996). In addition, a relationship that leads to marriage makes people work their best because they can meet their personal needs. This impact benefits individual and organizational performance (Mainiero & Jones, 2013).

* Corresponding author. ORCID ID: 0000-0001-6597-1500

In addition to the above influences, it is also worth noting that romantic relationships do not always end happily. The end of the relationship has a negative impact that may be greater than the positive impact on both employees, the company, and the surrounding environment. In simple terms, romantic relationships raise various hot issues such as sex, ethics, justice, and work norms. The issue then spread and became gossip among employees (Quinn, 1977). One of the frequent phenomena is when a husband and wife work in the same unit or department. Management usually tends to avoid dealing with problems caused by romantic relationships in the workplace. Although nearly 80 percent of employees have been involved or aware of this phenomenon (Shellenbarger, 2004), only less than 15 percent of management has a policy-handling relationship in the workplace (Parks, 2006). According to a study by law firm Fox Williams in the UK, up to 20% of managers already have policies regulating romantic relationships in the workplace (Woolnough, 2003). An earlier survey of HRD professionals conducted in 2002 also found that 72% of respondents admitted that they had no policy on romantic relationships at work. Even more surprising, 14% of respondents admit to having some "unwritten" guidelines about romantic relationships at work. Unwritten guidelines make it difficult for romantic employees to interpret whether relationships are allowed in the organization. For this reason, they often pursue these policies based on cultural judgments.

The effects of this romantic relationship require scientific research to know exactly what treatments are needed to overcome it. Furthermore, the variable of motivation and commitment is directly selected towards the quality of relationships between managers and subordinates as a variable aiming to demonstrate whether there are career-affecting attitudinal differences between managers and subordinates. This study is interesting because it uses variables related to romantic relationships at work.

Literature Review

A romantic relationship at workplace is a relationship characterized by the emergence of feelings of mutual attraction between two people in the same company (Quinn, 1977). The emergence of this phenomenon prompted researchers to examine the factors that influence its shape and influence. Pierce et al. (1996), for example, developed a model with significant outcomes for romantic relationships even with a focus on the company. The uniqueness of the results of this study is that Pierce et al. (1996) found how companies influence the relationship of employees involved in romantic relationship. Lickey et al. (2009) subsequently reported on the findings of Pierce et al. in the concept of typological results. As a result of the survey, there are three types of romantic relationships in the workplace such as relationships between employees (equal and horizontal relationships between employees), relationships between superiors and subordinates (hierarchy), and romantic relationships in which one or both are married. It became clear that it consists of the three types above, Morrow et al. (2005) emphasized the types of superiors and subordinates. Boss and subordinates refer to the romantic relationship between a leader and a direct subordinate, better known as the LMX concept. LMX is a relationship quality improvement to improve the performance of both supervisors and employees. Leadership research is widely used because it is important in organizations whereas it has some impact on organizational and other progress. The resulting negative impact is that the LMX relationship can affect employee performance through the loss of fear because the close relationship factor to the leader encourages employees to neglect work and this causes a decrease in employee performance such as commitment and work motivation. This means that leadership is related to organizational performance (Ilies et al., 2007). Graen and Uhl-bien (1995) stated that it has three domains in leadership research such as leader, subordinate, and leader-subordinate relationship. The dimensions and indicators used to measure how high the quality of LMX are developed from the LMX-7 questionnaire, namely respect, trust, obligation Graen and Uhl-bien (1995).

Hence, the hypotheses formulated are as follows:

H1: Relationship between LMX and the Perception of Romantic Relationship is significantly positive

H2: Relationship between LMX and Commitment is significantly positive

H3: Relationship between LMX and Motivation is significantly positive

Horan and Chory (2009) argues that commitment in organization is picturing of trust employees in favor of a particular organization and its goals, and to maintain employee's loyalty in that organization. High organizational commitment means that partiality to the organization is also high. Organizational commitment as a predictor of one's performance is measured by the length of stay in the organization rather than job satisfaction. A person can be dissatisfied with a certain job and consider it a temporary condition. But dissatisfaction with the organization is as an assessment of the overall work and that dissatisfaction when it spreads to the organization can encourage a person to consider quitting work. There are three components of commitment indicators in organization namely affective, continuance, and normative commitment (Allen & Meyer, 1990). In addition to the commitment factor, romance can create motivation for employees. This motivation or drive gets stronger when employees feel afraid (Thomas, 2014). Fear that comes naturally and is easily felt has a direct impact on performance. In fact, not a few organizations use this fear to control the motivation of their employees. However, this will certainly have a negative impact such as undermining trust and reducing creativity.

Hence, the hypotheses formulated are as follows:

H4: Relationship between Perception of Romantic Relationship and Commitment is significantly positive

H5: Relationship between Perception of Romantic Relationships and Motivation is significantly positive

Motivation is the impulse in a person to carry out certain activities so as to achieve the goals that have been set (Handoko, 2003). By motivation a person can be affected in work. This means that there are factors that direct and encourage a person's behavior or desire to make an effective and integrated effort to achieve goals (Hariandja, 2002). The theory of motivation developed by Abraham Maslow consists of Physiological Needs (Physiological-need), Safety-need (Safety-need), Social needs (Social-need), Appreciation needs (Esteem-need), and Self-actualization needs (Sofyandi and Garniwa, 2007).

Although many studies discuss the negative effects of romantic relationships, this study focuses on how positive and negative effects affect romantic relationships at work. Lickey et al. (2009) stated that executives can no longer ignore romantic relationships in the workplace because the resulting consequences can have serious repercussions for the organization. Low productivity, gossip, low morals, and violence are the background of this research conducted. This opinion was suggested by Tengberg and Tidefors (2016) that secret love relationships have two possible negative consequences and that tacit love relationships can get worse which later affects behavior.

Hence, the hypotheses formulated are as follows:

H6: Relationship between LMX and Commitment mediated by Perceptions of Romantic Relationship is significantly positive

H7: Relationship between LMX and Motivation is mediated by the Perception of Romantic Relationships is significantly positive

Table 1: Research Gap

No.	Author(s)	Findings
1	Wong, et al. (2022)	Motivation increases performance, especially marketing abilities
2	Helmy (2021)	LMX and Quality of Work-Life can increase job satisfaction.
3	McLarty et al. (2021)	Negative and positive aspects of the relationship between supervisors and employees affect employee behavior. This relationship demonstrates the interactive effect of supervisor-induced stressors and LMX in the workplace.
4	Sidhu et al. (2020)	Positive and negative impact of workplace romance on the organizational settings in terms of employee performance, co-worker's attitude, organizational commitment, and organizational environment
5	Arrasyid et al. (2019)	The quality of the relationship between leaders and subordinates will affect organizational outcomes
6	Utomo (2017)	The interaction of ethnic demographic similarity and political skills negatively affects the quality of the direct leader-follower relationship.
7	Tengberg and Tidefors (2016)	Workplace romance gives a positive response to work. However, it is recommended to keep love relationships secret, namely to avoid negative consequences that might occur and to protect feelings.

Research and Methodology

This study uses a quantitative approach. Khalilzadeh and Pizam (2021) states that quantitative Research is a type of research that produces results that can be obtained using statistics or other quantitative (measurement) means. The research method used in this research proposal is the correlation research method. Balaban (2019) states that in statistics the term "correlation" means the relationship and degree of relationship between two or more variables. The sampling technique in this study used a non-probabilistic method, i.e., a sampling technique that used an intentional sampling technique. Purposive sampling, according to Sugiyono (2016), is a sampling method with specific considerations. The reason for using this targeted sampling technique, according to Boyd (2010), is that it is useful for non-generalized quantitative investigations and surveys. The following criteria were used for the sample of respondents are respondent identity criteria, namely gender, age, education, type of work, and period of work.

As a source of data in this case are employees of productive age with an age range of 21 years to 55 years. The number of samples taken in this study used the Lameshow formula, this is because the population numbers are not known or infinity (Ogston et al., 1991). Independent variables in the study include: LMX (Cauldron of the relationship between superiors-direct subordinates) and Perception of Romantic Relationships. While the dependent variables are Commitment and Motivation. To evaluate previous studies, because the results of existing studies show inconsistencies. Previous research that examined the Dynamics and Impact of Romantic Relationships in the Workplace (Qualitative).

This is a specialize in the study of variables quantitatively, with a focus on the relationship between LMX and Commitment and Motivation mediated by Perceptions of Romantic Relationships in the workplace. Based on this, the form of the frame of thought can be described as follows:

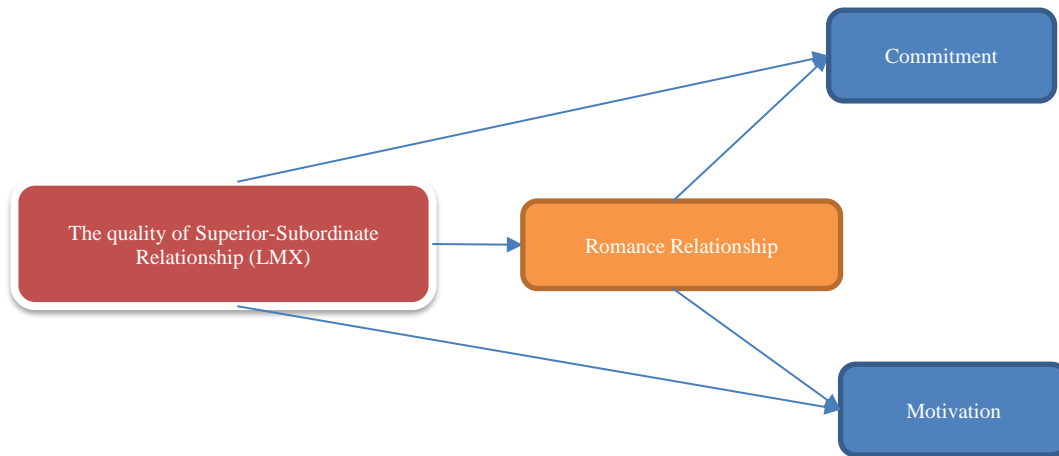


Figure 1: Research framework

Data analysis for this study was performed using the SmartPLS software program executed using computer media. Partial Least Square (PLS) is a variant-based structural equation analysis (SEM) that allows simultaneous testing of measurement and structural models. The model used are to measure and to check validity and reliability. Structural models are applied for causality testing. PLS (Partial Least Squares) is a soft modeling analysis as it does not assume that the data must conform to any particular scale of measurement. That is a small number of samples (less than 100 samples). To analyze the data, this study applies structural equation modeling (SEM), with data processing using the Smart-Partial Least Square (Smart-PLS) program version 3.0. PLS (Partial Least Square) is an SEM-based model of dispersion. PLS is intended for causal and predictive analysis in highly complex situations with little theoretical support (Jung & Yoon, 2020; Ghozali, 2014).

Findings and Discussions

The survey results showed that 56 people or 56% of the respondents were women and 44 people or 44% of the respondents were men. For the age category, respondents aged 21-30 years were 49 people or 49%, those aged between 31-40 years were 45 people or 45%, aged between 41-50 years were 5 people or 5% and from ages > 50 years as much as 1 person or 1% of respondents. For the employment sector category, 45 people or 45% of respondents worked as private employees, 33 people or 33% of respondents as civil servants, 7 people or 7% of respondents as employees of state-owned enterprises, 7 people or 7% of respondents as entrepreneurs, and 8 people or 8% of respondents as in other sectors. For the education category, respondents indicated that 1 person or 1% of respondents had a high school education level, a diploma education level of 9 people or 9% of respondents, an undergraduate education level of 80 people or 80% of respondents, and a Postgraduate education level of 10 people or 10% respondent.

Table 2: Demographic of Respondents

Categories	Men	Women	Total
Senior High School		1	1
Entrepreneur		1	1
Diploma	2	7	9
Public Servant	1	3	4
Private Employee		3	3
Entrepreneur	1		1
Others		1	1
Undergraduate	40	40	80
Public Servant	19	9	28
State-Owned Enterprises Employee	1	4	5
Private Employee	13	23	36
Entrepreneur	5	1	6
Others	2	3	5
Postgraduate (Master/PhD)	2	8	10
Public Servant	1		1
State-Owned Enterprises Employee	1	1	2
Entrepreneur		5	5
Others		2	2
Grand Total	44	56	100

Respondents in this study focused on employees who work in the public and private sectors. The table below shows the respondents' experiences of romantic relationships and long working experiences. The survey results in Table 1 show that 68 people (68% of respondents) have never had a romantic relationship at work, and as many as 32 people or 32% of respondents have had a romantic

relationship. This shows that one of three employees experienced in relationship. So, romance at work is commonplace. as working hours increased, the number of people in relationships decreased because of boredom or because employees were more aware that relationships could impact productivity.

Table 3: Experience of Respondents

Experience/Long Working	Men	Women
Never had relation	30	38
1-5 Years	11	22
6-10 Years	8	14
11-15 Years	5	2
> 15 Years	6	
Had relation	14	18
1-5 Years	3	10
6-10 Years	5	5
11-15 Years	5	3
> 15 Years	1	
Grand Total	44	56

As a result of processing using SmartPLS, the outer model values or correlations between the components and the variables show that the sum of the loading factors is greater than 0.5, so the components are valid. Here are the results for the first structural model for the appearance model: After validity testing using external weight values, discriminant validity testing is performed using the average variance extracted (AVE) values. Below are the results of the discriminant test.

Table 4: Discriminant Validity Testing

Variables	AVE (Average Variance Extracted)
Perceptions of Love Relationships in the workplace	0.598
Commitment	0.589
LMX	0.565
Motivation	0.537

This test is used to see how large the difference between the variables is. The value obtained from this test is the sum of the *overall average variance extracted (AVE)*. All variables have AVE values > 0.5, so they are declared valid. Inner model tests are performed to check the relationship between structure, significance, and R-squared of the study model. Structural models were evaluated with R-squared for the significance of dependent constructs and structural path parameter coefficients in t-tests.

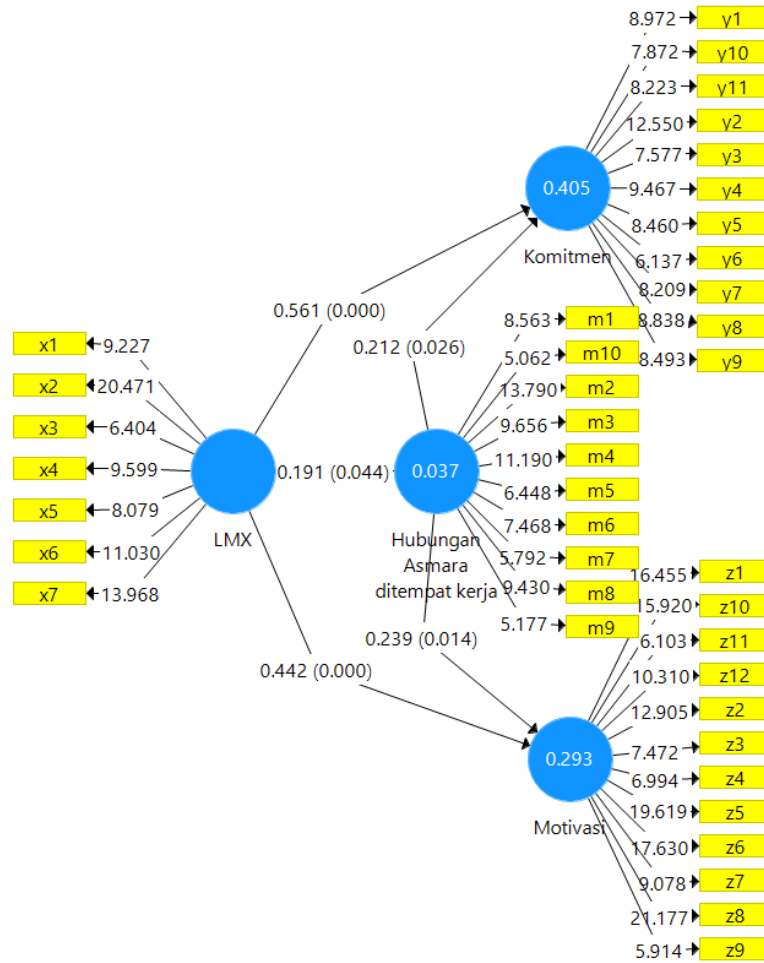


Figure 2: Structure of Inner Model

Hypothesis Testing

The significance of the estimated parameters provides very useful information about the relationships between study variables. The criterion for validating the hypothesis is the value contained in the output path coefficients.

Direct Influence Analysis

Table 5: Analysis of influences

Variables	Original Sample	Sample Mean	Stand. Deviation	t-Statistic	P-Values
LMX -> Perceptions of Love Relationships in the workplace	0.191	0.213	0.112	1.707	0.044
LMX -> Commitment	0.561	0.575	0.076	7.371	0.000
LMX -> Motivation	0.442	0.455	0.127	3.469	0.000
Perceptions of Love Relationships in the workplace -> Commitment	0.212	0.225	0.109	1.946	0.026
Perceptions of Romantic Relationships at Work -> Motivation	0.239	0.245	0.108	2.215	0.014

Based on testing the hypothesis of direct influence above, it can be explained as follows.

Hypothesis 1 (LMX has a significantly positive relation on perception of romantic relationship)

The results of hypothesis test 1 for the relationship between the variables Leader Member Exchange and the variables Perception of Romance Relationship at Work gave an estimate of 0.191 (positive) and a p-value of 0.044, which is less than 0.05 so that it can be concluded that the LMX has a positive relationship and has a significant effect on the perception of romantic relationships in the

workplace. From the results of this study, it was found that when leaders interact more, the sense of romance in the workplace rises, and conversely, when leaders interact less, the sense of romance in the workplace declines.

This is consistent with previous research based on Breevaart et al. (2015), which found that quality leader members of her exchange (LMX) were more likely to influence employee performance through work resources and work engagement. Employees who have high-quality interactions with their managers take a more active and engaged role at work. This result is reflected in good communication between superiors and subordinates. Your boss will take the time to discuss issues that arise on various occasions, such as between work hours. Managers also give praise, recognition, or simply thanks to subordinates who successfully complete a task. The presence of good interaction between superiors and their members creates a conducive work environment in which subordinates feel comfortable working. Based on the results of a survey conducted, this is consistent with most respondents' answers to the questionnaire's statement, stating, "My line manager knows and understands my work problems and needs. This indicates that the Build an emotional connection.

Hypothesis 2 (LMX has a significantly positive relation in affecting commitment)

The results of testing hypothesis 2, the relationship between the leader-member exchange variable and commitment, showed an estimated value of 0.561 (positive) and a p-value of less than 0.05, concluding that the leader-member exchange positive is an association. This has a big impact on engagement. From the results of this study, it can conclude that an increase in leader member exchange leads to an increase in commitment, and conversely a decrease in leader member exchange leads to a decrease in commitment.

Based on research by Mardanov et al. (2007) said that Leader Member Exchange has a positive relationship with job satisfaction where it is concluded that employees who assess their superiors, especially with high contribution values, loyalty, affection, will have great job satisfaction. If someone is subordinate to high the dimension of loyalty / commitment of their superiors such as defending their subordinates while working, they will tend to have high satisfaction in overall satisfaction, workload, salary, and supervisors. If there is a concern between the leader and his subordinates which is not only based on the work or professional values but also the attractiveness between individuals, the higher the commitment and loyalty of the work obtained.

This is reinforced by the answers of the most respondents on the questionnaire statement indicator which shows that "the organization in which I work is very heavy for me". So that the subordinate wants to show the best quality in his work as a form of commitment to his superiors. This is able to create emotional attachment between superiors and subordinates as a form of quality of the direct superior-subordinate relationship with commitment.

Hypothesis 3 (LMX has a significantly positive relation in affecting motivation)

The test results for Hypothesis 3, the relationship between the leader member exchange variable and the motivation variable, showed an estimate (positive) of 0.442 and a p-value of 0.000 less than 0.05. A positive relationship that greatly influences motivation. From the results of this survey, it was found that motivation increases when the LMX increases, and conversely, motivation decreases when the LMX decreases.

Findings from Mahesa (2010) that poor manager-subordinate relationships (leadership member exchange) can lead to poor employee retention. Basically, people are more likely to be motivated by giving them what they want. Motivated employees work hard to do their job well for the company's success. Employee loyalty can increase or decrease depending on the job satisfaction and job motivation employees feel. Employees who are happy with their jobs are motivated to improve their performance and influence the success of their companies. When employees enjoy working without coercion, it produces good results and maintains a high level of loyalty to the company.

This is reinforced by the answers of the most respondents on the questionnaire statement indicator which shows that "the income provided by the company corresponds to my workload". So that the employee has a high loyalty to the company because the employee is paid according to the workload given. This loyalty can foster motivation in employees to provide the best quality in their work.

Hypothesis 4 (Perception of romantic relationships has a significantly positive relation in affecting commitment)

The results of Hypothesis Test 4 on the variable perception of romantic relationships in the workplace to variable commitment showed an estimate of 0.212 (positive) and a p-value of 0.026, which is less than 0.05, positive for perception of amorous relationships gave a value. At work, relationships have a big impact on commitment. The results of this study suggest that as awareness of romantic relationships in the workplace increases, commitment increases, and conversely, as awareness of romantic relationships in the workplace decreases, so does commitment.

Syaebani and Rachmawati (2017) and Powell et al. (2011) stated that some companies allow employees to have a spouse of one workplace with some regulations such as the prohibition of spouses in one unit or one work area. The regulation is made to avoid problems that will arise problems in the future, because if problems arise, the company's management needs to intervene in solving these problems and it can damage the company's work morale and productivity. This shows that if a romantic relationship occurs in the workplace, their commitment to the regulations made is strong and does not reduce the company's productivity.

This is reinforced by the answers of the most respondents on the questionnaire statement indicator which shows that "the organization in which I work is very heavy for me". So that these employees comply with applicable regulations in the company and do not want to reduce the company's productivity results.

Hypothesis 5 (Perception of romantic relationships has a significantly positive relation in affecting motivation)

Testing Hypothesis 5 regarding the relationship between the perception of romantic relationships variables at work and the motivational variables showed an estimate of 0.239 (positive) and a p-value of 0.014 less than 0.05 which is significant impact on motivation. From the results of this study, we can conclude that higher awareness of romantic relationships in the workplace leads to higher motivation, and conversely, lower awareness of romantic relationships in the workplace leads to lower motivation.

This result in line finding with Habeeb and Khan (2018) show that many things can be improved from employees who have a partner in one workplace that supports workplace romance such as satisfaction with work, organizational commitment, performance, employee motivation, providing energy for themselves and the group, increasing motivation, encouraging creativity and innovation, can minimize conflicts related to work, can improve cooperation and communication in the team, enriching personal relationships, stabilizing labor. The increase depends on the success of the employee relationship.

Indirect Influences Analysis

Table 6: Analysis of indirect influences

Variables	Original Sample	Sample Mean	Standard Deviation	t-Statistic	P-Values
LMX -> Perceptions of Romantic Relationships at Work -> Commitment	0.041	0.044	0.031	1.328	0.092
LMX -> Perceptions of Romantic Relationships at Work -> Motivation	0.046	0.048	0.033	1.402	0.081

Based on the hypothesis testing of the influence of mediation above can be explained as follows.

Hypothesis 6 (Leader Member Exchange has a positive relationship that has an insignificant effect on Commitment through mediation of Perceptions of Love Relationships in the workplace)

Testing Hypothesis 6 between LMX via perception of romantic relationships at work showed an estimate (positive) of 0.041 and a p-value of 0.092 greater than 0.05, which means positive relationships with a small impact on engagement by mediating perceptions of romantic relationships at work. From the results of this study, it can conclude that perceptions of romantic relationships at work cannot mediate LMX and commitment relationships.

Based on research by Mishra and Mitra (2021) LMX influences the organizational engagement of employees through job motivation and job satisfaction, so if LMX employees can increase their job satisfaction and motivation, so their organizational engagement will be higher. It found that leader member exchange had a modest effect on engagement when the mediating factor was replaced by perceptions of romantic relationships in the workplace.

Hypothesis 7 (Leader Member Exchange has a positive relationship that has an insignificant effect on Motivation through mediation of Perceptions of Romance in the workplace)

The results of testing hypothesis 7 between leader member exchanges and motivation due to mediation perceptions of romantic relationships in the workplace showed an estimated (positive) value of 0.046 and a p-value of 0.081, which is greater than 0.05, indicating that leader member exchanges have positive relationships that have a negligible impact on motivation by mediating perceptions of romantic relationships at work. From the results of this study, it can conclude that perceptions of romantic relationships in the workplace cannot mediate relationships between leader member exchange and motivation.

According to Lickey et al. (2009), executives can no longer ignore romantic relationships in the workplace because the resulting consequences can have serious repercussions for the organization. Issues such as decreasing in productivity, lawsuits, gossip, rising violence and low moral values are the result of failed relationships. More importantly, reduced productivity due to favoritism and gossip, lower morale, new privacy regulations, and even workplace violence are associated with the wrong work romance.

The fact that many romances at work become positive for the participants and the company is no longer a reason for managers to ignore romance at work. The macro-strength environment also suggests that previous practices or lack of policies on romance in the workplace are no longer adequate because many organizations expect employees to do more job, so hours spent on work increase in many organizations, and the workplace doubles as a social site even if management never intended it that way. Prevention is key.

However, in this study, it found that LMX relationships had a modest effect on motivation when mediated through perceptions of romantic relationships in the workplace.

Total Effect Analysis

Table 7: Analysis of the influence of *total effects*

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Perception of Romantic Relationships at work -> Commitment	0.212	0.225	0.109	1.946	0.026
Perception of Romantic Relationships at work -> Motivation	0.239	0.245	0.108	2.215	0.014
LMX -> Perception of Romantic Relationships at work	0.191	0.213	0.112	1.707	0.044
LMX -> Commitment	0.601	0.619	0.072	8.384	0.000
LMX -> Motivational	0.488	0.502	0.128	3.808	0.000

Based on hypothesis testing the influence of the total effect above, the total influence between the Perception of Romantic Relationships in the workplace on Commitment shows an estimated value of 0.212 (positive) and a p-value of 0.026 less than 0.05 so it can be concluded that the Perception of Romantic Relationships in the workplace has a significant total effect on commitment. The total influence between the Perception of Romantic Relationships in the workplace on Motivation shows an estimated value of 0.239 (positive) and a p-value of 0.014 less than 0.05 so it can be concluded that the Perception of Romantic Relationships in the workplace has a significant total effect on Motivation. The total influence between LMX on the Perception of Romantic Relationships in the workplace shows an estimated value of 0.191 (positive) and a p-value of 0.044 less than 0.05 so it can be concluded that LMX has a significant total effect on the Perception of Romantic Relationships in the workplace. The total effect between LMX on Commitment shows an estimated value of 0.601 (positive) and a p-value of 0.000 more to 0.05 so it can be concluded that LMX has a significant total effect on commitment. The total effect between LMX on Motivation shows an estimated value of 0.488 (positive) and a p-value of 0.000 less than 0.05 so it can be concluded that LMX has a significant total effect on Motivation.

Conclusion

The hypotheses proposed in this study were as many as seven hypotheses. Based on this study's analysis and assessment results, the following conclusions can be obtained: Leader-Member Exchange (LMX) has a positive and significant relationship with commitment and motivation. This means that the higher the level of LMX, the more it will increase commitment and motivation. This is because LMX produces job satisfaction for employees, where this satisfaction leads to quality work. In addition, the influence of LMX can also create emotional attachment. Then, the importance of a good LMX relationship can encourage employee loyalty because humans can be motivated through rewards. Rewards foster loyalty. This loyalty can create employee motivation to work optimally. However, if the perception of romantic relationships mediates LMX, it has a positive but insignificant relationship with motivation and commitment.

This research can contribute to organizations by increasing awareness of policymakers and superiors about the importance of maintaining and building positive relationships with subordinates. A relationship has a broad meaning whose impact is also as broad as its meaning. In writing, the regulations only state that when recruiting employees, the employee does not have a partner, either spouse or relative, who works in the same company. This is the first step to prevent the emergence of related problems in the future. Managerial groups must seriously consider the relationship that occurs between superiors and subordinates. Therefore, management needs attention to ensure the relationship pattern in the company's organization.

Based on the analysis and discussion results obtained in this study, several possible suggestions are as follows; it is more important to implement preventive measures; precautionary measures in the form of reacting more quickly to news about possible infidelity and other relationship issues, such as productivity and motivation when a relationship ends. The company expects romantic relationships to be an inevitable phenomenon in the workplace, as the feeling of love is a human right for every individual. If the relationship is between two single people, this is not a problem, and you will get the support of those around you as long as it does not violate the codes of decency prevalent here. Love relationships leading to marriage are regulated only by guidelines and not by law. The existing policy is not to put them in the same work unit to avoid family conflicts and potential conflicts of interest.

Acknowledgments

This research was fully funded by the Ministry of Education and Culture through a basic research program for postgraduate students in thesis writing. In addition, the researchers also thank the supervisors who have continuously supported the completion of this research and to all their closest relatives.

All authors have read and agreed to the published version of the manuscript.

Author Contributions: Conceptualization, K.W.U; methodology, K.W.U; validation, P.D.A.; formal analysis, Z.K and P.D.A.; investigation, P.D.A; resources, K.W.U and Z.K; writing—original draft preparation, P.D.A.; writing—review and editing, Z.K., P.D.A. and K.W.U.

Funding: This research was funded by Ministry of Education and Culture Republic of Indonesia

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to restrictions.

Conflicts of Interest: The authors declare no conflict of interest.

References

- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1–18. <https://doi.org/10.4324/9781351121149-6>
- Balaban, R. (2019). Romance at work and the negative impact it has on the workplace environment. *Journal of Public Administration, Finance and Law*, (15), 127-134. <https://www.ceeol.com/>
- Bordwin, M. (1994). Are office romances OK? Training & Development. *Training & Development*, 38.
- Boyd, C. (2010). The Debate Over the Prohibition of Romance in the Workplace. *Journal of Business Ethics*, 97(2), 325–338. <https://doi.org/10.1007/s10551-010-0512-3>
- Breevaart, K., Bakker, A. B., Demerouti, E., & Van Den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology*, 30(7), 754–770. <https://doi.org/10.1108/JMP-03-2013-0088>
- Graen, G. B., & Uhl-bien, M. (1995). Relationship-based approach to leadership : Development of leader-member exchange (LMX). *Management Department Faculty Publications*, 6(1), 219-247. [http://dx.doi.org/10.1016/1048-9843\(95\)90036-5](http://dx.doi.org/10.1016/1048-9843(95)90036-5)
- Habeeb, S., & Khan, N. U. (2018). Impact of Spirituality at Workplace on Job Satisfaction: An Empirical Study on Employees of Prasar Bharti and All India Radio (New Delhi). *Journal of Social Sciences*, 55(1-3), 71–80. <https://doi.org/11.258359/KRE-132>
- Hariandja, M. T. E. (2002). Manajemen Sumber Daya Manusia. In *Manajemen Sumber Daya Manusia Hal 3*. PT Grasindo.
- Horan, S. M., & Chory, R. M. (2009). When work and love mix: Perceptions of peers in workplace romances. *Western Journal of Communication*, 73(4), 349–369. <https://doi.org/10.1080/10570310903279042>
- Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92(1), 269–277. <https://doi.org/10.1037/0021-9010.92.1.269>
- Jung, H. S., & Yoon, H. H. (2020). How does workplace romance influence employee performance in the hospitality industry? *Sustainability (Switzerland)*, 12(13), 5478. <https://doi.org/10.3390/su12135478>
- Khalilzadeh, J., & Pizam, A. (2021). Workplace romance across different industries with a focus on hospitality and leisure. *International Journal of Hospitality Management*, 94, 102845. <https://doi.org/10.1016/j.ijhm.2020.102845>
- Lickey, N. C., Berry, G. R., & Whelan-Berry, K. S. (2009). Responding to workplace romance: A proactive and pragmatic approach. *Journal of Business Inquiry*, 8(1), 100–119. <https://journals.uvu.edu/>
- Mahesa, D. (2010). *Analisis Pengaruh Motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan dengan Lama Kerja sebagai Variabel Moderating*. Universitas Diponegoro.
- Mainiero, L. A., & Jones, K. J. (2013). Workplace Romance 2.0: Developing a Communication Ethics Model to Address Potential Sexual Harassment from Inappropriate Social Media Contacts Between Coworkers. *Journal of Business Ethics*, 114(2), 367–379. <https://doi.org/10.1007/s10551-012-1349-8>
- Mardanov, I., Strerrett, J., & Baker, J. (2007). Satisfaction with Supervision and Member Job Satisfaction in Leader-Member Exchange: An Empirical Study in the Restaurant Industry. *The Journal of Applied Management and Entrepreneurship*, 12(3), 37. <https://www.proquest.com/>
- Mishra, S., & Mitra, A. (2021). Effect of Work from Home on Workplace Romance: A Socio-Economic Perspective. *Parikalpana: KIIT Journal of Management*, 17(1), 228-246. <https://doi.org/10.23862/kiit-parikalpana/2021/v17/i1/209033>
- Morrow, P. C., Suzuki, Y., Crum, M. R., Ruben, R., & Pautsch, G. (2005). The role of leader-member exchange in high turnover work environments. *Journal of Managerial Psychology*, 20(8), 681–694. <https://doi.org/10.1108/02683940510631444>
- Ogston, S. A., Lemeshow, S., Hosmer, D. W., Klar, J., & Lwanga, S. K. (1991). Adequacy of Sample Size in Health Studies. *Biometrics*, 47(1), 347. <https://doi.org/10.2307/2532527>
- Parks, M. (2006). *2006 Workplace Romance*.
- Pierce, C. A., Byrne, D., & Aguinis, H. (1996). Attraction in organizations: A model of workplace romance. *Journal of Organizational Behavior*, 17(1), 5–32. [https://doi.org/10.1002/\(SICI\)1099-1379\(199601\)17:1<5::AID-JOB734>3.0.CO;2-E](https://doi.org/10.1002/(SICI)1099-1379(199601)17:1<5::AID-JOB734>3.0.CO;2-E)
- Powell, G. N., & Foley, S. (1998). Something to talk about: Romantic relationships in organizational settings. *Journal of Management*, 24(3), 421–448. <https://doi.org/10.1177/014920639802400306>
- Powell, T. C., Lovallo, L., & Fox, C. R. (2011). Behavioral Strategy. *Strategic Management Journal*, 32, 1369–1386. <https://doi.org/10.1002/smj>
- Quinn, R. E. (1977). Coping with cupid: The formation, impact, and management of romantic relationships in organizations. *Administrative Science Quarterly*, 30-45.

- Syaebani, M. I., & Rachmawati, R. (2017). Romance in the Workplace: Analysis of Justice Perception towards Policies Concerning Romance in the Workplace. *Jurnal Manajemen Teori Dan Terapan*, 10(2), 149–168.
- Tengberg, L. G. W., & Tidefors, I. (2016). Workplace Romances: “Going to Work Is Amazing and Really Fun.” *International Journal of Psychological Studies*, 8(3), 84–97. <https://doi.org/10.5539/ijps.v8n3p84>

Publisher’s Note: SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2022 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.