

**WORKPLACE ROMANCE, EMOTIONAL
INTELLIGENCE & EMPLOYEE PERFORMANCE: AN
EMPIRICAL STUDY OF HOTEL INDUSTRY IN NORTH
INDIA**

A Thesis

Submitted in partial fulfillment of the requirements for the
award of the degree of

DOCTOR OF PHILOSOPHY

in

MANAGEMENT

By

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DECLARATION

I, Amrita, hereby declare that the work presented herein is genuine, work done by me, and has not been published or submitted elsewhere for the requirement of a degree program. Any data or work done by others cited in this dissertation has been given due to acknowledgement and listed in the reference section.

A handwritten signature in blue ink, appearing to be the letter 'A' with a flourish underneath.

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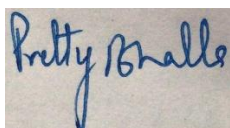
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CERTIFICATE

This is to certify that the thesis titled “**Workplace Romance, Emotional Intelligence & Employee Performance: An empirical study of Hotel Industry in North India**” carried out by Amrita, D/o S. Nirmal Singh has been accomplished as a duly registered Ph.D. research scholar of Lovely Professional University (Phagwara), under my guidance and supervision. This thesis is being submitted by her in partial fulfillment of the requirements for the award of the Doctor of Philosophy in Management from Lovely Professional University.

Her thesis represents her original work and is worthy of consideration for the award of the degree of Doctor of Philosophy.



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ABSTRACT

Workplace Romance is nowadays prevailing in every type of industry and it is defined as an intimate relationship between the two partners working in the same organization. It could be of any form such as Superior to Subordinate (Vertical), Peer to Peer (Horizontal), and Extramarital affair between the two individuals. As far as its form factors are concerned the various factors like proximity at the workplace, similarities, occasional contacts between the employee, organizational climate and culture, job autonomy, nature of the job, organizational policies, etc were responsible for its existence. Earlier and recent both researchers tried to explore its impact on the organizational setting.

Emotional Intelligence is defined as the ability of a person to understand and manage the emotions and feelings of self and others. Earlier research in this context study the effect of emotional intelligence on the quality of romantic relationships between two individuals. Emotional Intelligence helps in maintaining a good quality of relationship. It enhances the trust level and commitment between the two partners. The highly emotionally intelligent person believes in true love and long-term relationship. On the other hand, people low on emotional intelligence are not able to maintain long-term relationships due to a lack of trust and commitment. No study was found in the Indian context which explores the relationship between workplace romance and emotional intelligence. This study is an advantage for understanding this relationship in the context of India. The various aspects of emotional intelligence like sociability, emotionality, wellbeing, and self-control have been covered to understand the relationship.

Earlier studies stated both positive and negative relationships between workplace romance and employee performance but no such research has been conducted in the Indian context for understanding this relationship. This study has poured an advantage in understanding this relationship in the Indian context. On the other hand, the relationship between emotional intelligence and employee performance depicts a positive relationship between the two. But no study has been conducted to examine the relationship between the emotional intelligence of a romantic couple on their performance. Therefore, this study has shown an advantage by understanding this

relationship.

The earlier studies conducted on Workplace Romance, Emotional Intelligence, and Employee Performance were only limited to understanding the relationship between either emotional intelligence and romantic relationships, workplace romance and employee performance, or emotional intelligence and employee performance, but in this study, we have tried to explore the relationship between Workplace Romance and Employee Performance by taking Emotional Intelligence as a mediating variable to understand the managers' perception towards workplace romance in the hotel industry.

Research Objectives

1. To study the relationships between workplace romance and emotional intelligence of an employee involved in romance at the workplace.
2. To study the relationship between workplace romance and employee performance of an employee involved in a romantic relationship at the workplace.
3. To study the relationship between emotional intelligence and the performance of an employee involved in a romantic relationship at the workplace.
4. To study the mediating role of emotional intelligence between workplace romance and employee performance.

Research Methodology

A descriptive cross-sectional research design has been used for conducting the study. Data is collected by using a survey method with the help of a self-designed questionnaire. Constructs have been used for conducting the study i.e., Workplace Romance, Emotional Intelligence, and Employee Performance. WP construct measures the managers' perception of workplace romance. EI construct measures the managers' perception towards the emotional intelligence level of an employee involved in a workplace romance. The third construct i.e., EP measure the managers' perception towards the performance of employees involved in a workplace romance. The target respondents or key respondents were the Managers or heads of the

departments in 4 star and 5-star hotels from Northern India (Punjab, Haryana, Himachal Pradesh, Jammu and Kashmir, Uttarakhand, Uttar Pradesh, Rajasthan, Chandigarh, Delhi, and NCR). A total of 503 samples were collected, out of which due to the nonseriousness of respondents 80 samples were deleted, and the final sample of 423 respondents was finalized for further research. The software used for conducting the analysis was IBM SPSS 22 and AMOS 21.

Conclusion

The study has significantly contributed to the literature by providing a validated scale to measure the manager's perception of workplace romance in an organization. The results depicted in the study added new research work in the field of workplace romance in the Indian context, as no such work has been done earlier in India. The relationship studied between workplace romance and various dimensions of emotional intelligence and employee performance are very helpful for the organization in understanding the performance area which is most affected by workplace romance and emotional intelligence. In addition to this, the study also examined the dimension of emotional intelligence that has the maximum impact on workplace romance. The examination of the mediation effect of emotional intelligence between workplace romance and employee performance is another contribution made by the study in enhancing the literature review and providing any interesting ground to the scholarly conversation in the field of workplace romance. The dating policy designed after examining all the aspects related to workplace romance is another very useful tool for organizations to manage romantic issues at the workplace. Therefore, in today's scenario where romantic relationship blooms in every organization is a matter of concern due to its sensitivity, the knowledge shared with the help of the study will act as guidance and will help the organization as well as managers to take appropriate action in managing such relationships.

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LIST OF ABBREVIATIONS

Sr. No	Descriptions	Abbreviations
1	Workplace Romance	WP
2	Emotional Intelligence	EI
3	Employee Performance	EP
4	Average Variable Extracted	AVE
5	Composite Reliability	CR
6	Adjusted Goodness of Fit Index	AGFI
7	Goodness of Fit index	GFI
8	Comparative Fit index	CFI
9	Root Mean Square Residual	RMR
10	Root Mean Square Error of Approximation	RMSEA
11	Analysis of a Moments Structures	AMOS
12	Confirmatory Factor Analysis	CFA
13	Degree of Freedom	Df
14	Normed Chi square Index	χ^2/df
15	Standardized Factor Loadings	SFR
16	Structure Equation Modeling	SEM
17	Tucker Lewis Index	TLI
18	Statistical Package for Social Sciences	SPSS

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Chapter I

INTRODUCTION

This chapter outlines the basic introduction to the topic taken under this study. Section 1.1 portrays the understanding of Workplace Romance (WP). Section 1.2, outlines the understanding of the Emotional Intelligence (EI) concept. Section 1.3 defines the concept of Employee Performance (EP), Section 1.4 shows the theoretical framework of the study and section 1.5 discusses the necessary information about the Hotel Industry.

1.1: Workplace Romance

In the present globalized world, every individual has to work and therefore ends up spending most of their time in office cubicles. They work together, eat together, and learn together at office premises. Even if they are at home, they interact by the means of mobile phones, emails, and other social media options. Sometimes, this interaction further led to a feeling of attachment. **Levesque (1992) in The Human Resource Problem- Solver's handbook** wrote “Work-related interaction gives people the rather unsuspecting opportunity to get acquainted with another’s ideas, feelings, ambitions, interests, mannerisms, values, preferences, and personal habits- the very things we examine on a more conscious level when engaged in such mating rituals as dating”. This type of interaction and sharing of ideas and experiences lead to a sense of togetherness and further give rise to “attraction”. The term Workplace Romance has been defined differently by several researchers as follows:

“A relationship between two members of the same organization perceived by a third party as characterized by sexual attraction.”

(Quinn, 1977)

“As relationships involving physical attraction and desire between two employees of the same organization in which some element of sexuality or physical intimacy exists.”

(Mainiero, 1989)

“Workplace Romance involves two members of the same organization who experience mutual attraction.”

(Pierce et al., 1996)

“A workplace romance is considered a relationship that occurs between two members of an organization where sexual attraction is present, affection is communicated, and both members recognize the relationship to be something more than just professional and platonic”.

(Horan & Chory, 2011)

Society of Human Resource Management (SHRM), Virginia has conducted a survey upon 384 HR professionals in 2013 exploring workplace romance at their workplace. The study has reported that approximately 24% of employees under investigation have been presently involved in workplace romance whereas almost 43% of the respondents have observed - related such incidences in their organizations (SHRM, 2013). In another similar investigation on workplace romance, conducted by Careerbuilder.com in the United States of America (USA) in the year 2011, almost 40% of respondents under study have dated a co-worker at their workplace. In contrast, more than 70% of employees have experienced workplace romance in the United Kingdom (Clarke, 2006). The traditional approaches towards workplace romance has usually reflected it as mostly negative and marked as a deviant behaviour (Vecchio, 1998). However, recent studies have reflected a more positive approach towards it (Chory & Hoke, 2020). The various outcomes like sexual harassment, gossip, favouritism, hostility, low productivity, retaliation etc. are among the negative aspects of workplace romance; whereas, the outcomes such as high job satisfaction, organizational commitment, good interpersonal relationship, increased productivity are included among the positive aspects of workplace romance (Mainiero, 1989; Quinn, 1977). Most of the studies have stated that mismanagement in romantic relationships at the workplace leads to negative outcomes like sexual harassment and hostility (Pierce & Aguinis, 2001). Along with this, the vertical type of romantic relations is considered to be harmful for the organization as they may lead to favouritism, workplace distress, sexual harassment, mistakes in assigned tasks and discrimination. In such types of relationships, the inequality of power is a major concern, where an employee posted at a lower level faces the problem of getting promotions or advancement in career opportunities. It has been concluded that female employees working at the lower level suffer more than male employees in terms of

career development and sometimes face physical and mental exploitation (Biggs et al., 2012; Mainiero, 2020). To deal with such instances, it was argued that there must be specific organizational workplace romance policies for efficiently managing such relationships. In the absence of such policies, both employees, and the organization won't be able to handle the outcomes of such relationships. However, in the case of restricted policies, the employee will surely lose their interest in the organization and eventually lead to dissatisfaction in their job. Therefore, modern organizations must draft such policies which are both organization friendly and employee-friendly (Salmani et al., 2011).

Now, the most prevalent form of workplace romances identified in the previous review was *Hierarchical Romance/supervisor-to-subordinate romance*. This kind of romance occurs when two individuals involved in the relationship, are at different levels in their hierarchical positions. Hierarchical relationships are viewed as unfair and complicated because one of the individuals who is superior can dominate the other individual (subordinate) by abusing or taking advantage because of his/her - upper rank (Pierce & Aguinis, 2001). *Lateral Romance/peer to peer* is defined as the association between two employees working on a similar hierarchical level. These types of relationships occur because such individuals often spend long hours at work together and share their common interests and thoughts which may further lead to a romantic relationship. There are some other issues involved in such types of relationships like sharing of certain confidential information of the organization and explicating sexual behaviour at the office. The main byzantine issue involved most of the time is that employees indulged in such romantic relationships prefer to spend time together, gossiping and shirking work leading to lesser job performance (Powell, 2001). *A romance involving one or both married employees is typically a case of an extramarital affair*, such relationships not only harm the environment of the organization but also spread the poor word of mouth leading to a severe threat to its external position. The most affected area other than employee performance is the reputation of the organization because of the consequent unprofessional attitude of such couples in a relationship.

Analyzing the situation very closely, it can be concluded that all this process

of togetherness and attraction revolves around the emotions of an individual and the extent may differ from one individual to another. Such emotions are very important part of the life of an individual. There is a vast list of such emotions, among them, “Love” is considered to be the most powerful emotion.

1.1.1: Theoretical underpinnings of workplace romance concept

The various theories have been explored to underpin the study in the field of workplace romance and its association with employee performance. Initially, all the related studies along with their types and formation factors have been scanned for getting a deep understanding of the concept. Table 1.1 shows the studies thoroughly examined to explore the factors determining workplace romance in any organization:

Table 1.1: Studies depicting types and form factors of workplace romance

S. no	Author	Description	Factors
1	Quinn, (1977)	Types of workplaces romance	Hierarchical, Lateral and extramarital
		Related formation factors	Proximity, job autonomy, attitudinal similarity, organizational climate and culture
2	Mano and Gabriel, (2006)	Formation Factors	Work arrangements, organizational policy, hedonic ethics, performance measures and Aestheticization of work.
3	Doll and Rosopa, (2015)		Employees’ attitude towards workplace romance, conscientiousness and prior engagement in a workplace romance.
4	Belinda, (2017)		Motives behind workplace romance and attachment styles (avoidance and anxiety)

In the comprehensive review of the available literature, it has been established that workplace romance is inevitable and it impacts the organizational setup in many ways. For understanding the association between workplace romance, emotional

intelligence, and performance of an employee, the following studies were taken as an initial base:

Table 1.2: Studies mapping association between workplace romance, emotional intelligence and employee performance

S. no	Author	Description
1	Pierce (1998)	Workplace romance, employee motivation and employee performance
2	Mano and Gabriel (2006)	Workplace romance, Employee performance & Organization performance
3	Binetti (2007)	Workplace romance and dating policies
4	Lickey (2009).	Human resource management issues due to workplace romance and organization policy
5	Salmani et al., (2011)	Workplace romance, Organizational efficiency, employee morale, work environment, stress and worry at workplace
6	Biggs et al., (2012)	Workplace romance, consequences and dating policy
7	Cicek (2014)	The hotel industry and workplace romance
8	Bhebhe and Hove, (2016)	Types of workplace romance and employee performance
9	Tengberg and Tidefors (2016)	Workplace romance, stress and reactions of co-workers
10	Khan et al., (2017)	Psychological well-being, Job satisfaction
11	Sutton, (2017)	Workplace romance, co-workers and work environment

1.2: Emotional Intelligence

Nowadays organizations are considering emotional intelligence (EI) as a very important concept to judge the various aspects like performance, creativity, stress level, interpersonal relationship of their employees. In the early decades, the scientific studies used to remain untouched to explore the concept of “Emotional Intelligence”. These studies used to believe that Intelligence Quotient (IQ) is a genetic factor and can’t be changed. But here the question is what can be changed to make life better than what it is today? This question remained unanswered till the emergence of the concept of Emotional intelligence. Many psychologists has given distinct names and unique definitions to this novel concept. This concept was first seeded by an

American psychologist named Edward L. Thorndike and called it Social Intelligence. As per his connotation, social intelligence is “an ability of an individual to understand and manage people whether men or women, and respond sensibly towards every relationship” (Thorndike, 1920). However, other psychologists took a very ironic view of social intelligence and defined it in terms of manipulating others by wishing them to do what you do you want, without knowing their wishes. However, till date, the concept of emotional intelligence could not get its due relevance and remained quite unexplored.

Gardner (1983), initiated to change the narrow view of IQ with a view that there is a spectrum of intelligence that makes our life successful rather than only one type of intelligence. He not only stressed the academic, verbal and mathematical intelligence but also identified the term called “Personal Intelligence” which includes both Interpersonal Intelligence (understanding others and working effectively with them) and Intrapersonal Intelligence (understanding oneself).

Further taking the view of Gardner and his concept of “personal intelligence” psychologists like Salovey took personal intelligence as a base in defining Emotional Intelligence. The term “Emotional Intelligence” was used later by many other psychologists but its first definition and model were introduced by Salovey and Mayer. But the definition was very vague, as it was concerned about perceiving and regulating emotions without covering the feelings of an individual. A revised definition was given later by them which explains that Emotional intelligence involves “the ability of an individual to accurately recognize, assess and perceive, appraise and communicate emotions” (Salovey & Mayer, 1990).

As per the reviews, there are various branches of Emotional Intelligence e.g., Salovey and Mayer (1990), who had given a model regarding the four different factors of emotional intelligence. The authors have depicted these factors as the four branches, where the lowest- branch depicts the abilities to perceive and express emotion (basic psychological process) and in contrast, the uppermost branch depicts regulation of emotions (higher or more psychological integrated process) (Salovey & Mayer, 1990). The first branch, which is also the lowest branch, is associated with perception, appraisal, and expression of emotions. This branch explains how

accurately one can identify their emotions and emotional contents. It also includes understanding nonverbal signs such as body language and facial expressions (Salovey & Mayer, 1990). This concept is also related to self-awareness, which signifies that a person who is aware about his or her own emotions can only understand the emotions of others. The people who lack in understanding their emotions or what they feel can never become the good pilot of their life. On the other hand, people who are highly aware of their emotions and thoughts can pilot their life in a better way. There can be two implications of such differences. First, the people who are less aware of their emotions or feelings, can't make intelligent choices in their life. Secondly, most of the time, people who lack self-awareness are low in expressing their feelings through facial expressions or body language (Goleman, 1995). The second branch explains the emotional facilitation of thinking, describing how emotions help to build the thinking process within an individual. Emotions are generated by birth and as an individual grows his emotions begin to shape and improve his thinking process as per the changes, which take place within the person and his environment. The second essential contribution made by emotions in developing the thought process of an individual is to generate emotions as per demand so that one can better understand them and act accordingly. The next contribution under this branch is that emotionality led people to take multiple perspectives in their life, depending upon their moods. If an individual is upset, he will take a pessimistic view about his life and vice-versa. The third branch concentrates upon understanding and analysing emotions and using emotional knowledge. It is related to the ability of a person to understand the emotions, apply emotional knowledge and interpret the cause of that particular emotion. As per Goleman (1995), "Empathy" is related to this branch, which signifies "putting yourself in others' shoes". Self-awareness is the basic requirement of empathy and is defined as the "ability to read and understand your emotions as well as recognize their impact on others" (Goleman et al., 2002). The emphatic people can better understand the social signals that indicate what other people feel and want (Goleman, 1995).

The fourth branch is related to regulating emotions to promote emotional and intellectual growth. It is the highest branch concerned with the conscious regulation of emotions to enhance emotional and intellectual growth. Most of the time people

welcome or tolerate emotional reactions which are known as the openness to feelings. Another concept explored in this branch is “meta-experience of moods and emotions”. This concept is divided into two parts “meta-evaluation” and “meta- regulation”. The evaluation includes the attention paid by an individual towards his/her mood, and how clear, typical, acceptable and influential one’s mood is, on the other hand, the regulation includes whether the individual is trying to uplift a bad mood, dampen a good one or leave the mood alone. As the individual matures, he learns how to moderate the negative emotions and nurture the pleasant or good emotions within himself. It also includes the ability of an individual to calm oneself from the negative feelings like fear, anxiety, irritability or distress. For example, what type of reaction do you show when you become angry? The first is to lose your temper and burst on others. The second is to calm yourself and try to handle the situation without worsening it, which means managing our emotions: to regulate their nature, intensity and expression (Zillmann, 1996). The people who are poor in this ability make their life a battleground of emotions and on the other hand, those who are good in this ability make their life a garden of emotions which they are able to manage efficiently (Goleman, 1995).

From the above mentioned four branches of emotional intelligence, it is very clear that as a person’s emotional intelligence grows, it consequently helps him to manage his life in a better way. In this context, Goleman (1995) has also explained the importance of motivating oneself, which means marshalling emotions. Most of the time the negative emotions twist the attention of a person toward their preoccupation and he can’t able to focus elsewhere. The most important concepts here are “self-motivation” and “self-control”. Those possessing these skills are -quite dynamic and effective in their life. Once the person is motivated, he or she can handle the relationships very effectively. This mainly includes leadership and interpersonal effectiveness. The people, who excel in these skills, always interact smoothly with others and always try to build strong bonding in every relationship in their life. On the other hand, people who lack these skills, are tagged as insensitive and their relationships always suffer (Goleman, 1995).

1.3: Employee Performance

“Employee Performance” indicates “the work achievement of an individual after putting the required effort on the job in association with getting a meaningful work profile in which he or she is engaged along with the job environment including colleagues and employer” (Hellriegel et al., 1999; Karakas, 2010). It can also be defined as an individual’s productivity level as compared to his or her workmates on a similar level or position with similar job-related behaviours and outcomes (Babin & Boles, 1996). It is also described as an aggregate or total output of an employee’s activity and actions in his or her organization. The performance of any employee is normally measured by the attributes like quality, innovation, satisfaction, cohesiveness, flexibility, communication skills and employee efforts towards the achievement of organizational goals. Employee’s performance plays an essential role in the accomplishment of organizational goals. As it is directly related to the productivity and success of that organization (Hayward, 2005). On the other hand, the authors like Aguinis (2009) described that “the definition of performance does not include the results of an employee’s behaviour, rather the behaviour itself. Performance is about the behaviour or actions of the employees but not about what employees produce or the outcome of their work (Aguinis, 2009).

Various definitions related to performance are mentioned below:

“Performance behaviours are the total set of work-related behaviours that the organizations expect the individual to display”.

(Griffin et al., 2007)

“Performance is defined as behaviour that accomplishes results”.

(Armstrong & Taylor, 2014)

“Individual job performance is defined as things that people do, actions they take, which contribute to the organization’s goals”.

(Campbell & Wiernik, 2015)

Employee Performance consists of various dimensions. Performance in the form of task performance comprises job explicit behaviour including fundamental job

responsibilities assigned to an individual as a part of its job description. Cognitive ability is the required ingredient of task performance which is facilitated through task knowledge, task skill and task habit. The ability of an individual to perform the job and the prior experience, are the two antecedents of task performance. It is further divided into segments: technical- administrative segment and leadership task performance, where former comprises of planning, organizing and administration of routine work by application of one's technical knowledge and business judgement and later is related to setting strategic goals and performance standards, motivating and directing team members for accomplishing the organizational goals. The performance in the form of adaptive performance is defined as "an individual's ability to acclimatize and provide the necessary support to the job profile in a dynamic" (Hesketh & Neal, 1999). It is a driving force, which helps an employee to effectively deal with different work circumstances (Baard et al., 2014): technological changes, change in the organization structure or any change in an individual's job assignment. Once the individual got expertise in managing the task assigned, they try to adapt their attitude to different or various job requirements (Huang et al., 2014). Along with these two performances, industrial psychologists are also concentrating upon the non-job components of performance such as organizational citizenship behaviour (OCB) or contextual performance (Austin & Villanova, 1992; Viswesvaran & Ones, 2000), referred to as "voluntary actions of employees that benefit the employers intangibly" (Bateman & Organ, 1983). Contextual behaviour is a type of pro-social behaviour shown by an individual at the workplace, which is expected from an employee but is not mentioned in their job description. It has multiple sub-dimensions: determination, allegiance and teamwork. It helps an individual to work in a team, understand their fellow employee, help or cooperate with others in difficult times and support the organizational decision for a better future (Coleman & Borman, 2000; Motowidlo & Schmit, 1999).

As per Whetten and Cameron (1998), individual performance is a product of the ability of an individual and their motivation level, whereas Cummings and Schwab (1973), has stated the performance as an individual phenomenon and it changes when environmental factors influence its determinants: ability and motivation. In this context, the authors have explained the ability as a stable

characteristic of an individual which makes an individual to behave in a particular way. On the other hand, motivation is an unstable characteristic of an individual which reflects energy or effort which determines how quickly the capabilities will be utilized in a particular activity. To perform the task efficiently, both ability of an individual and their willingness to put effort (motivation) is required (Vroom, 1964).

As per Armstrong and Taylor (2014), performance is considered as a multidimensional concept comprising behavioural aspect (process) and the outcome aspect (result). The behavioural aspect is related to “what people do at work” while the outcome aspect is concerned with “the results of individual behaviour” (Sonntag et al., 2008). Both the dimensions are included to see the job performance of an individual (Armstrong & Taylor, 2014).

University of Minnesota Libraries Publishing (2015) identified the significant factors of job performance as, interpersonal relationships, perceptions of organizational justice, work attitudes, stress and job satisfaction. Whereas, Folami et al., (2005) divided these determinants into four groups i.e., the individual factor, the economic factors, task characteristics and organizational context by using the job context model.

Organization consists of numerous elements affecting the employee performance; therefore, it is very important to examine those elements as performance plays a vital role in organizational success. Armstrong (2009) stated in his book various factors affecting the performance of an employee in the organization. He listed the factors like *Personal ability* (capability of an individual), *Manager Ability* (directions and resource availability), *Process gap* (appraisal system), *Environmental forces* (cultural restrictions, departmental barriers or hidden agendas) and *Motivation* (willingness to perform the task). Similarly, Tran (2002), in his work, has listed certain factors affecting employee’s performance positively or negatively. The first factor is *leadership*, as per Adair (2002), “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and to improve their performance and to direct them towards goals”. Therefore, the style adopted by a leader plays an important role in managing employee performance. The second factor is *Organization culture*, Robbins (2013)

describes organizational culture as “a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it integrates individuals, groups and organization systems variables”. In this context, Chatman and Cha (2003) suggested three managerial tools which, a leader can use for developing and managing their culture for better performance. First, recruitment and selection: hiring those individuals who can better fit in the company’s culture. Second, social tools and training methods: developing such practices which makes people understand the capabilities, values and social knowledge to fully take part in organizational activities and create strong ties among team members. Third, reward system: adopting a sound reward system and appreciating good performers. The third factor is *Work Environment*, as per Leblebici (2012), a physical work environment strongly influences the ability of an organization to recruit and retain good employees. Strong et al., (1999) in their study stated that organizational, social and physical context is the forces behind tasks and activities which influence employee’s performance. The comfort level of an employee on his/her job is determined by the conditions and environment prevailing at the workplace and is an important factor for measuring their productivity. The fourth factor is *Motivation*, Oh and Lewis (2009) defines job performance “as the result of motivation and ability”. No matter how much an individual is well versed with skill, knowledge and expertise, they will not perform well if they are unmotivated (Abonam, 2001). As per Denton (1987), a high level of motivation among the workforce will result in greater, commitment, acceptance and understanding of organizational objectives. The fifth factor is *Training*, as per Tran (2002), training is a process of developing an employee’s skill. It is a type of planned and systematic activity that results in increased knowledge, skill and competency of an employee that helps them to perform effectively. Another most important factor affecting employee performance is *Stress*, which is considered a major concern at the workplace for both employees and the organization itself. It is related to the outcomes like high turnover, absenteeism, low performance, low level of motivation and morale, poor quality products and services along with increased conflicts and poor internal communication (Gaumail, 2003). Ivancevich et al., (2006) described stress as that response of a person arising due to some external environmental conditions which put excessive

mental pressure on an individual, leading to resultant low performance. It is treated as a chronic disease caused by negative conditions in the workplace and further leads to low performance (Elovainio et al., 2002). It makes the organizational environment uncomfortable for an individual and makes his or her job more challenging (Elovainio et al., 2002). There are three types of stress: chronic, traumatic and acute (Taylor et al., 2007). Chronic stress is a type of stress that is categorized as a dark age, that dropdowns a person every day without leaving any option to escape. This type of stress is an outcome of long-term exposure to stressors like relationship conflict, unhappy marriage or relationship, unwanted career or job, traumatic experiences in life etc. Such situations are never-ending in life leading to the emotional and physical breakdown of an individual. Traumatic stress is a type of stress arising out of a catastrophic event like natural disasters or accidents. In such stress sometimes, an individual comes out from the shock and leads a normal life, but sometimes they do not recover easily both mentally and physically. They are also known as post-traumatic disorders. Acute stress is a type of stress which is not long term in nature. It comes and goes as the problem disappears, without causing any permanent damage to the body (Taylor et al., 2006).

1.4: Theoretical Framework for this study

This study aims to look at the managers' perception towards workplace romance and its relationship with emotional intelligence and employee performance of an individual involved in a workplace romance. The study is based on the various theories defining the types of workplace romance, formation factors and their relationship with employee performance. Review studies has also talked about how workplace romance is related to various aspects of emotional intelligence such as well-being, self-control, sociability and emotionality. All these concepts have been used in the recent past, to conduct empirical testing of the concept which remained unexplored previously. Workplace romance is defined as a “relationship that occurs between two members of an organization where sexual attraction is present, affection is communicated, and both members recognize the relationship to be something more than just professional and platonic” (Horan & Chory, 2011). It is inevitable therefore every organization has to deal with it. Research has come out with both positive and

negative consequences of workplace romance on the organizational set-up. Positive consequences are related to increased organizational commitment, high employee morale further raising the level of employee performance. On the other hand, negative consequences are related to sexual harassment, favouritism, perceived retaliation, low self-control among the couples, hostile work environment further lowering the employee performance. The study also examines the relationship of workplace romance with various dimensions of employee performance i.e., task performance, contextual performance and adaptive performance. Various researches conducted previously on emotional intelligence marked it as an important factor in managing romantic relationships as well as employee performance. This study further looked upon the mediating role of emotional intelligence between workplace romance and employee performance of an individual involved in a romance. Careerbuilder (2011) has concluded that the hospitality industry captures the top position in having office romance with 57%, followed by other industries like Utilities (51%), Information technology (46%), Transportation (42%), Finance services (38%), Manufacturing (35%), Health care (32%) and Business services (26%). Therefore, the hotel industry has been taken into consideration for conducting the research.

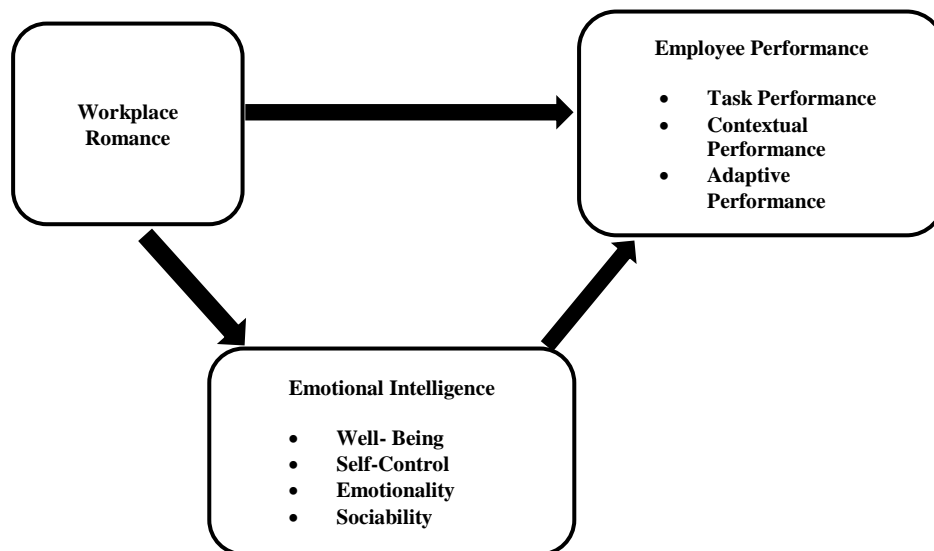


Fig 1.1: Theoretical Framework

1.5: Hotel Industry

Condor Ferries (2020) has evaluated statistical trends in the hotel industry in 2020-21 and found that the global hotel industry is consistently growing with over

700,000 hotels and resorts around the world and contributing approximately \$3.41trillion towards the global economy. Beijing city in China tops the list with the maximum number of hotels i.e., 4,169 hotels. As per the statistics upon the luxury hotel, there are over 4,400 hotels with 4 and 5-star ratings all over the world where London is accommodating the greatest number of 5-star hotels i.e., 75 hotels followed by Dubai with 61 hotels. The Wyndham Hotel Group is the leading group in the world with over 9157 properties followed by Choice Hotels International and Marriot International with over 7,045 and 7,003 properties. As per the global employment statistics, over 173 million people have been employed in this sector till 2019. The International labour office has estimated that 55% of the global workforce working in the hotel industry is female whereas 29% of such workforce is under 21 years old (Condor Ferries, 2020). Looking at the working conditions in this industry, the consumer demand pattern constantly gives rise to worsening working conditions like irregular working hours and unsocial interaction. The working shifts are divided into the weekend shift, split shifts, working on holidays, night shifts etc. where on average, an employee works for 25 hours a week. These type of working conditions leads to stress and anxiety among the workforce working in this sector (Busquets, 2010).

The Indian tourism and hospitality industry has also emerged as key drivers of growth in enhancing the Indian economy. The direct contribution of tourism and hospitality towards GDP has surged to 23.6 % in the year 2017, as stated by IBEF (Indian Brand Equity Foundation). According to WTTC (World Travel and Tourism Council), the contribution made by this sector in 2019 towards GDP was 6.8% of the total economy i.e., Rs.13,68,100 crores (US\$ 194.30 billion). Indian hotel industry including domestic, outbound and inbound has been estimated at US\$ 32 billion in 2020. In India, this industry has generated approximately 3.4% of jobs of total employment in the year 2011, increased by 2.0% per annum i.e., 3.6% by 2021 (Ambardar & Singh, 2017). As per the Indian Tourism and Hospitality Industry report 2021, the employment generated by this sector is approximately 39 million jobs in the year 2020. Looking at the gender composition, the share of women employees in the workforce has increased from the past few years in this industry. But it should be noticed that even today also lower-level jobs having fewer career opportunities are

occupied by women and powerful posts having the larger scope of career development are occupied by males (Chaudhary & Gupta, 2010).

In the North Indian hotel industry, New Delhi is having the largest base for branded hotel rooms i.e., 14, 296 as compared to another geographical region as per the report given by HVS in 2017. Table 1.3 shows the statistics related to the status of the Indian hotel industry for all the geographical regions as provided by FHRAI (Federation of Hotel & Restaurant Association of India). As per the report, North India is having the maximum number of hotels and restaurants as compared to other regions i.e., 798 and 527 respectively, followed by south, west and east.

Table 1.3: Breakup of FHRAI members as on 31st March 2018

Category of membership	North	East	West	South
	Numbers	Numbers	Numbers	Numbers
Hotels	798	305	668	734
Restaurants	527	179	233	202

Table 1.4 shows the number of hotels and rooms in North India as given by FHRAI (Federation of Hotel & Restaurant Association of India).

Table 1.4: Number of Hotels and Rooms in North India

Category of Hotels	North India	
	Numbers	Rooms
5 star deluxe	45	10607
5 stars with alcohol	24	3594
5 stars without alcohol	2	281
4 stars with alcohol	8	730
4 stars without alcohol	0	0
Heritage classic with alcohol	0	0
Heritage classic without alcohol	0	0
Heritage grand	1	65
Heritage	12	522
3 stars	15	1047
2 stars	3	49
1 star	0	0
Unclassified	688	34308

A hotel provides a whole range of accommodation along with various services like banquet facility, dining, lounge, suites and other entertainment facilities. Many of the additional services air ticketing, auto or taxi rental, reservation, postal services etc are also provided by them. Therefore, this industry is becoming the lifeline of the Indian economy (Kannan, 2005). As per the size of hotels they are classified into small hotels (25 rooms or less), medium hotels (26 to 100 rooms), large hotels (101 to 300 guest rooms) and very large hotels (more than 300 guest rooms).

Ministry of Tourism, India has classified various hotels in the country as per their star categories, which has been reiterated as below:

1. 1star- These are the small hotels managed by the proprietor with basic facilities with a personal atmosphere. It consists of at least 10 lettable bedrooms with 25% attached bathroom. Telephone facility available on reception.
2. 2 star- Hotels with at least 10 bedrooms out of which 75% are attached with a bathroom. The 25% rooms must have an air condition facility. A telephone facility must be available in every room.
3. 3 star- Hotels, mainly located near the business areas for immediate approach with well-recruited staff and well-decorated lobbies. These hotels must have at least 20 bedrooms with attached bathrooms having modern shower chambers. 50% of them should have the facility like air-conditioning, furniture, curtains, carpets etc. The hotel must have other facilities like laundry, dry cleaning, 24 hours housekeeping, telephone in each room, music or radio arrangement for visitors, good and quality blankets and linen.
4. 4 star- Hotels must have architectural features with distinctive building designs. Must have receptionist, cash counter and highly qualified staff along with conference facilities. The hotel must be located in a locality with a high standard environment. There should have at least 25 bedrooms with attached bathrooms. All the bathrooms must have the most recent or modern style of shower chambers and out of these 50 % of bathrooms must have 24 hours

availability of hot and cold water. A separate restaurant with a dining room along with dancing facilities must be available for the visitors along with a music or radio facility in each room. A telephone facility must be available in every room.

5. 5 star- including all the facilities mentioned under the 4-star category along with ample parking space with a swimming pool. Availability of high standard food and beverage services including both international and Indian cuisine.

Along with this, one more category is the Heritage hotels, where such properties are located in the palaces, forts, mansions of royal families. Their sub-classification comprises Heritage (built-in 1935 to 1950), Heritage classic (built before 1935 but after 1920) and Heritage grand (built before 1920). The key players of the Indian Hotel industry comprise EIH Limited (The Oberoi Group), Indian Hotels Company Limited (the Taj Group) and ITC Hotels limited (the ITC Welcome Group). The other categories consist of Hotel Leela Venture (the Kempinski), Bharat Hotels (formerly were with Holiday Inn and Hilton and presently with Intercontinental) and Asian Hotels (Hyatt International Corporation). Table 1.5 shows the international hotel chains which entered into the Indian market via a joint venture with Indian partners, management contracts or franchise arrangements (CBSE, 2016).

Table 1.5: List of International Hotel Chains in India

Company	Hotel Brands
InterContinental Hotel Group	Intercontinental, Holiday Inn hotels & resort, Crowne Plaza
Wyndham Group	Dream, Ramada, Days Inn
Marriot International	Marriot resort & spa, Marriot hotels & convention centre, Courtyard, JW Marriot, Renaissance, Marriot, Marriot executive apartments
Hilton Worldwide	Hilton Garden Inn, Hampton, Hilton hotel & resorts, Double Tree
Accor Group	Novotel, Mercure & Ibis
Starwood Hotels	Sheraton hotels & resorts, Four Points, ITC luxury collection, Westin, Aloft, Le Meridian
Carlson Group	Park Plaza, Country Inn & Suites, Park

	Inn, Radisson Blue
Hyatt Hotels Corporation	Grand Hyatt, Hyatt Regency, Park Hyatt

A hotel mainly has various departments including front office, food & beverages, housekeeping, sales and marketing, human resource department, security, finance and engineering. Figure 1.2 shows the organization chart of large hotels where each department is headed by a department head and below each department head, there are several managers for managing distinct operations in their respective department (CBSE, 2016).

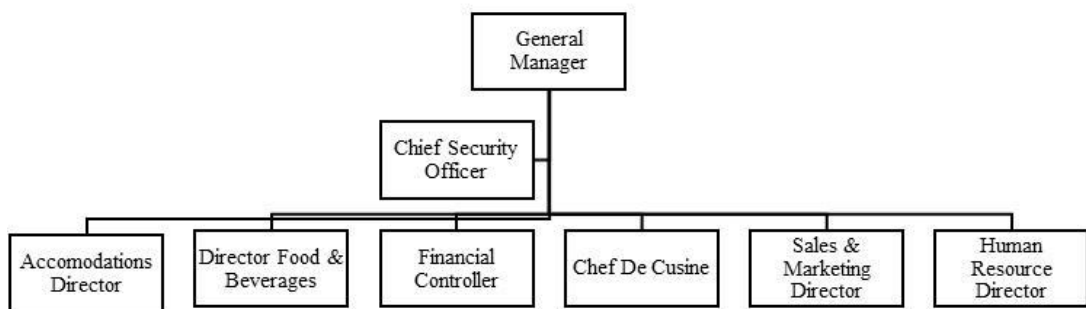


Figure 1.2: Organization chart of a large hotel

As compared to large hotels, small hotels or low star category hotels consists of very limited number of departments and therefore few managers as shown in figure 1.3. The ownership and control are often concentrated in the hands of the owner of the hotel (CBSE, 2016).

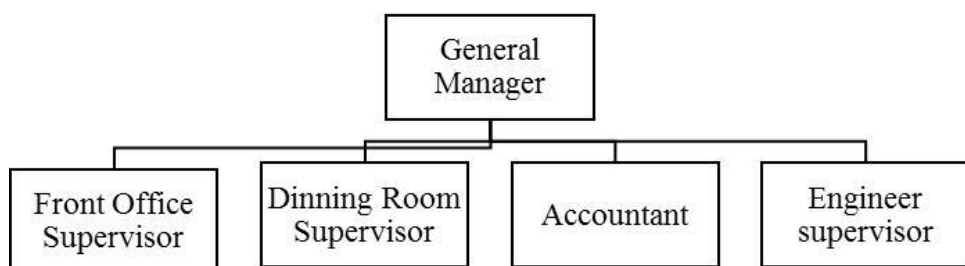


Figure 1.3: Organization chart of a small hotel

As per Brand and Bax (2002), the success of such hotels is limited to the personal interest of the owner, therefore, human resource (HR) activities may vary highly in their setups. Secondly, these hotels do not have well established human resource departments to manage the activities of their employees, working in various departments including recruitment, training & development, compensation and benefit and employee performance. Thirdly, most of the time, the interaction of employees is limited to the owner of the hotel rather than to their co-workers (Boer et al., 1997). On the other hand, high star-rated hotels are based on the following characteristics which limit the scope of the present study to 4 and 5- star categories of hotels:

- Consists of a larger number of departments managed by highly professional managers who critically examine the activities of their respective departments (Boardman & Barbato, 2008).
- Huge workforce is employed in such hotels including male and female employees which enhance the building of romantic relationships.
- Consist of a well-established HR department for managing the various concerned activities including employee performance and welfare, where the performance of an employee is accurately measured both in physical and mental terms (Rezidor Sustainability Report, 2007).
- Presence of sound industrial relations system within their setup in order to record and resolve the conflicts arising within the organizational premises. Every high star rated hotel is having a proper employee committee which regularly addresses the issues like sexual harassment, hostility, bullying etc. (Boardman & Barbato, 2008).

Studies conducted by Sufi and Singh (2016) and Jung and Yoon (2020) discussed the following features of high star-rated hotels that enhance workplace romance:

1. Physical appearance and interpersonal skills matter a lot which leads to the formation of romantic ties.
2. Monotonous tasks and strenuous work hours increase the proximity among employees and they want to make their work interesting by joining such romantic ties.

3. Romance plays the role of a “lubricant” in such a rigid and inflexible work culture.

The present study is based on mapping the managers’ perception towards workplace romance, emotional intelligence and employee performance, therefore high star-rated hotels (4 and 5-star category) are observed as a good and more accurate sources of getting the information in this respect.

A Survey conducted in 2014 on hotels and restaurants by the Press Association on behalf of Business Environment and a report published by Careerbuilder in the year 2011 concluded that it is the hospitality industry that leads in the existence of workplace romance with 57% share followed by other industries. The industry is more prone to the emergence of workplace romance due to its working conditions characterized by long working hours and constant sharing of working space (Lucas, 1996) leading to the emergence of romantic ties between employees (Quinn, 1977). Along with this, the employees in the hospitality industry work under highly stressful conditions like fulfilling the demands of different types of customers visiting their hotels. In such situations, constant help and support from co-workers lead to the flourishing of romantic feelings among each other (Quinn, 1977). Therefore, such unavoidable conditions lead to the emergence of workplace romance in the hotel industry.

This research study is designed to examine the perception of a manager towards the impact of workplace romance on emotional intelligence and employee performance in the Hotel industry of North India. The category of hotels under consideration is the 4 and 5-star hotels. The first step is to understand the three concepts and development of a scale to measure perception. The second step is to identify the relationship between workplace romance and emotional intelligence. The third step is testing the association between workplace romance and performance of an employee working in hotel industry. The fourth step is to determine the relationship between emotional intelligence and employee performance. The final step is to examine the mediating role of emotional intelligence between workplace romance and employee performance. The study provides a significant contribution

towards the organization by making them to understanding the role of workplace romance and its association with emotional intelligence and employee performance.

Chapter II

LITERATURE REVIEW

The theory of this study depends upon the past researches and developments noticed in the field of Workplace Romance (WP), Emotional Intelligence (EI), and Employee Performance (EP). This chapter provides a summary of the review used for identifying the need and objectives of the study. The review study is presented in the following section.

2.1: Workplace Romance

Workplace romance is becoming very common in every organization where employees work together and spend most of their time in office cubicles. About 38% of employees agreed upon dating someone from their organization (SHRM, 2013; CareerBuilder, 2013). This togetherness at work leads to the attraction between the two individuals in both sexual and psychological terms, further leading to workplace romance. The workplace romance is described as “a non-platonic relationship between two members of an organization in which sexual attraction is present, affection is communicated and both members recognize the relationship to be something more than just professional and platonic” (Horan & Chory, 2011). In this context, the experts like Mainiero and Jones (2013) have tried to understand how and why people enter into such relationships.

Now-a- days, the organizations are becoming more people-centric therefore the workplace relationships especially romantic relationships at the workplace are becoming the most interesting topic for researchers and practitioners. Most of the working population belongs to the millennial generation (person born between the years 1981 to 1997) is more involved in workplace romance (Pew, 2015). As per Vault Careers (2016), it has been stated that this generation is less likely to keep them away from involving in workplace romance and date their superiors or co-workers. Mainiero and Jones (2013) in this context stated that romantic relationships at the workplace are mainly of two types: long-term genuine relationships and flings, job-based or short-term relationships. Most of the ongoing relationships are like “hook up” and emerge due to interpersonal attraction including working together for long

hours, proximities, or similarities among co-partners (Cowan & Horan, 2014). As per the study conducted by Vault careers (2018), it has been found that 24% of workplace romantic relationships are random “hook-up” and 16% come under the category of casual ongoing relationships. Out of these relationships, 13% of them are true long-term relationships and only 10% of them are converted into marriages (Vault careers, 2018). The millennial generation keeps a positive attitude towards workplace romance as they have fewer experiences in this context as compared to older people who carry negative viewpoints against workplace romance. It is believed that the passage of time leads to embarrassment, guilt, unprofessional attitude on the part of employees even if it is positive in the initial phase (Powell, 1983; Toker, 2016).

A study conducted by Mishra and Mitra (2021) has investigated the effects of work from home on workplace romance during Covid-19. The study revealed that physical communication is not essential to strengthen the romantic relationship between couples rather the power of true love makes their relationship stronger. In this context, 56% of the respondents are in favour of this statement and the remaining 44% believe that due to lack of physical contact between the couples leads to a weaker relationship.

The formation factors and types of workplace romance are discussed in the sub-section below:

2.1.1: Formation factors and types of Workplace Romance in an organization

Workplace romance is now day’s becoming a prime concern of every organization and no manager can restrict the issues arising out of such romantic ties at the workplace (Lickey et al., 2009). Organizations are changing in all aspects the ratio of women workforce is increasing rapidly with the growing needs of the organization so as the nature of workplace romance.

The authors like Quinn (1977) has identified some of the factors which lead to the flourishing of romantic ties at the workplace. In this context, the factors like attitudinal similarity, proximity, job autonomy, organizational climate and culture have been identified as the form factors of any romantic relationship in the organization (Quinn, 1977). The attitudinal similarity is considered to be an important

factor contributing to the development of office romance because organizations through their recruitment and selection process, tend to attract and retain people with similar attitudes and interests. Secondly, Proximity is closeness in terms of relationship, time or space. Quinn (1977) has identified three major types of proximities at the workplace leading to romantic formations such as proximity due to ongoing work requirement, occasional contracts and geographical proximity. The proximity arising out of ongoing requirements of the work is related to employees together attending the training workshops, working on consolidated projects or together visiting on a business trip. Occasional contracts in this context are related to the interaction between two employees during travelling the elevator, cafeterias etc. such contacts are not regular contacts but rather occasional contacts. Geographical proximity is the physical closeness between two individuals due to proximal offices or working spaces. The other factor discussed is job autonomy, which means “the ability to make decisions about one’s work’ and the ‘freedom to move in the work environment and to make contacts with co-workers” (Pierce et al., 1996). The high job autonomy leads to more engagement in a workplace romance. As far as organisational culture is concerned, the conservative type of culture is marked by the traditional approach, task-oriented and do not entertain workplace romance by implementing strict policies. Therefore, romance does not grow much in such a type of organizational setting. On the other hand, liberal culture is more people-oriented and avoid strict policies for the well-being of the employees. Therefore, such an environment helps the romantic ties to build up in the organization. The organizational climate also plays a vital role in forming romantic relationships it includes both hot climate and cold climate (Mano & Gabriel, 2006). Hot organization climate is characterized by long working hours in an atmosphere of high proximity, liberal type of organization culture with lenient organization policy, more flexible working hours followed by hedonistic ethics. In such work arrangements, workplace romance flourishes very rapidly and is openly discussed within work premises. On the other hand, cold climates are characterized by strict working practices, less display and discussion about intimate relationships. In such climate romantic relationships grow at a minimal or average rate (Mano & Gabriel, 2006). Similarly, organisational culture also influences the flourishing of romance in the workplace. It has been

studied that the effect of work culture on performance management system is found out to be 3.1% (Kumari & Singh, 2018).

As per Quinn (1977), sometimes people are involved in romantic relationships to fulfil their motives. The various motives identified by Quinn (1977) are love motive, ego motive and job motive. Love motive is related to the feeling of true love, respect, companionship and pure affection. This desire of getting true love helps an individual to form or develop a relationship at the workplace. The second type of motive is the ego motive, this motive is related to the desire of doing something adventurous or excited which in turn leads an individual to fall into romance. The third motive is the job motive, this motive involves the desire of an individual to get financial rewards and security, promotions, power etc. to gain success in the professional career. Such a desire encourages an individual to enter into a romantic relationship, especially in the case of horizontal relationships (relationship between supervisor and subordinate).

Other than these factors various studies conducted in this context came up with an ample number of forming factors. A study conducted in 2017 revealed that attachment styles of an employee and the attached motive also boost the formation of workplace romance. Employees having a high attachment anxiety style are least interested in a committed and sincere relationship but are more concerned about the perception of other people about them. To build their self-image, such types of employees enter into romantic relationships for satisfying their ego or job-related motives (as discussed earlier). They romantically involve themselves or try to build or form relationships with the employees who are high performers or have a high status in the organization. On the other hand, an employee with attachment avoidance feels uncomfortable relying upon others, once they get involved in a romantic relationship, they establish trust and want a sincere relationship, which means they form a romantic relationship for the love motive (Belinda, 2017). This study depicts that the attachment style of an employee is another forming factor of workplace romance.

One of the studies conducted by Doll and Rosopa (2015) has depicted those factors like the attitude of an employee towards workplace romance, conscientiousness and their prior involvement in romance at the workplace are

responsible for the formation of romantic ties. As per Pierce et al., (2004), the attitude of an employee towards romance at the workplace is positively related to his or her desire or willingness to form a romantic relationship. As far as conscientiousness is concerned, an individual tends to be achievement-oriented, organized and dependable and this is positively related to the attitude of an employee towards workplace romance, but the study does not find any relationship between conscientiousness and the desire or willingness of an employee to enter into a romantic relationship. Employees high on conscientiousness do not like to get involved in any type of sexual behaviour and do not like extra mating and short-term mating (Schmitt & Shackelford, 2008). As far as workplace romance policy is concerned, it's being studied that strict policies lead to a negative relationship between conscientiousness and willingness to engage in workplace romance and in no policy situation the relationship is positive (Doll & Rosopa, 2015). Similarly, their prior involvement in workplace romance urges them to build romantic ties at the workplace (Ouellette & Wood, 1998).

There are some other factors leading to workplace romance in light of organizational climate such as aestheticization of work, work arrangements, performance measures and hedonistic ethics and organizational policy. Aesthetic features are very important in the organizations having hot climate, the physical appearance including fitness of the employees is the main concern along with the working. On the other hand, cold climate organizations are more task-centric, not much attention is given to the aesthetic features therefore as per the study aesthetic feature is one of the reasons leading to workplace romance formation in the organization. Work arrangements including more business trips, extended working hours usually increase the proximity at the workplace leading to intimacy and ultimately start forming the romantic relationship at the workplace. Performance measures in the cold climate are more diverted towards the task and more impersonal, whereas, the performance measures in hot climate follow the hedonistic ethics and customer satisfaction is the main concern, therefore they appreciate the informal relationships between the employees' further help in forming love nets. Organizational policy in cold climate organizations follows very lengthy and strict codes and procedures for maintaining discipline. Such type of policies restricts

sexuality at the workplace, hence informal romantic relationships grow at a slower pace under strict policies. On the other hand, policies followed in a hot climate are lenient and employee-friendly, therefore workplace romance grows rapidly under such policies (Mano & Gabriel, 2006).

Workplace romances are of various kinds such as Supervisor to Subordinate / Vertical or Hierarchical romance, Peer to peer/ Lateral/ Horizontal romance and romancing the married/ extramarital affair. Peer to peer romance is the relationship between two employees working in the same position within the department or a different department. Such type of relationships flourishes due to working together for long hours and sharing common interests. Superior to the subordinate type of relationship occur when two employees are not working on the same position rather at the different levels in the hierarchy within the department or in the different department. Such relationships are mostly viewed as unfair due to favouritism and sometimes the dominant nature of the superior employee towards a loving partner in the lower position (Pierce & Aguinis, 2001). The third type of romance is an extramarital affair that exists between the two employees where one of the employee or both the employees are married to some other partners outside or inside the organization.

2.1.2: Workplace Romance and Employee Performance

Workplace romance no matter prevailing in any type of industry affects the workplace environment of that organization. As per Pizam (2016), the hotel industry ranks highest in the context of workplace romance incidences i.e., 57%, therefore there is a need to examine how such romantic ties affect the organizational settings. In this context, the survey has been administered by the Society of Human Resource Management (SHRM) in the year 2013 revealed that there was an increase in the cases of potential retaliation from 50% (2005) to 72% (SHRM, 2013). During the period of five years, 40% of the organizations have faced complaints related to favouritism from the peers or fellow workers of the employees involved in romance at the workplace, 22% complaints are related to retaliation and 23% (one fourth) complaints are related to sexual harassment. As far as, the productivity is concerned, it has decreased from 58% to 29% during the period from 2005 to 2013.

Organizations do not permit workplace romance because they are concerned about real or perceived favouritism (84%), the potential for claims of sexual harassment (78%), and the potential for retaliation (72%) (SHRM, 2013). A review study conducted by Bilyk (2021) has stated that workplace romance in any organization is inevitable. Its existence leads to many subsequent complications at the workplace. Hierarchical relationships are considered as more negative by the co-workers due to perceived favouritism and less appropriate chances of career advancements to others. It has also been concluded that the negative attitude of co-workers towards workplace romance leads to lower productivity and engagement at the workplace. In this context, various studies have been examined to see the impact of workplace romance in the organizational setting.

A study conducted in 2011 has concluded that expression of romantic feeling increases sexual attractiveness among the partners and they think more positive about themselves and for others also, which leads to an increased level of work efficiency. The feeling of pure love works as a stress buster and help them to work more happily, boost their morale, improve the workflow and create a pleasant workplace atmosphere; thereby increasing organizational efficiency (Salmani et al., 2011).

A study conducted in Taiwan and Iran has illustrated that employee involved in passionate love looks happier and more enthusiastic, as compared to employee just involved in a no-serious affair. Such happiness and enthusiasm help an employee to work more efficiently thereby increasing the gross performance of the organization. On the other hand, short term relationships, sexual relationships and exploitation of employees involved in a vertical relationship, lead to a hostile atmosphere at their workplace, thereby further lowering down the performance of such employees. Pure love is considered to be more beneficial for both employees as well as for the organization also. The study also concludes that workplace romance emerges in all types of organizational climates (Cold, Moderate and Hot), but in the case of hot climate, it is seen as pleasant and enjoyable, in contrast to moderate and cold climate, which restricts such relationship at a workplace (Mano & Gabriel, 2006).

In another study conducted to explore the human resource management issues and organizational losses occurring due to the emergence of workplace romance. Two

cases have been analysed, based on which the consequence and organizational losses due to workplace romance were concluded. The cost associated with workplace romance is painful not only for the employees involved but also for the organization. The cost such as *legal liability*, in a case of workplace romance, takes an ugly shape of sexual harassment or sometimes partners share confidential information about the other candidates or the company data may land the organization into a legal battle. *Low productivity, low morale and low organizational commitment* occur with the employees involved in the relationship but also with the co-workers as they spend more time gossiping rather than concentrating on their work. *Increased turnover*, dissolved workplace romance leads to employee turnover as former partners leave the organization to avoid embarrassment at the workplace. *Wastage of time*, managers and supervisors waste their time in dealing with workplace romance-related issues rather than devoting to some other productive tasks. *Damaging organizations' image and public relations*, worse or ugly workplace romances like dissolve romance and extramarital affairs lead to sexual claims and legal liabilities for the organization which further damages the image and public relations of the organization as a whole (Lickey, 2009).

As per Belinda (2017), it has been illustrated that there is a positive relationship between attachment avoidant style and various work outcomes of an employee such as job satisfaction, job performance, intrinsic job motivation, organizational commitment, organization citizen behaviour- individual- OCB- Is and organization citizen behaviour- Organization- OCB- Os). The individual high on attachment avoidance feels uncomfortable and do not build trust towards near interpersonal relationships (Mikulincer & Shaver, 2005; Mikulincer et al., 2003). They tend to become overly involved in their work, thereby giving more preference to work as compared to a relationship (Hazan & Shaver, 1990). This shows that there is a positive relationship between attachment avoidance and employee outcomes. On the other hand, attachment anxiety style is positively associated with organizational commitment and OCB- Os but negatively associated with job performance and OCB- Is. This positive relationship can be explained by the fact that an employee in a romantic relationship will become more concerned about the nonavailability of others during a need and therefore got emotionally attached to their organization (Hazan &

Shaver, 1990). The negative relation between attachment anxiety, job performance and OC-Is is due to an eagerly attached individual having a negative self-image that translates into high interpersonal dependency (Sumer, 2001), which means they struggle to make independent work decisions which leads to low OCB-Is. As far as job performance is concerned, highly anxious people tend to perceive them negatively (Mikulincer & Nachshon, 1991), try to abstain them from close interpersonal interaction, preoccupied with relationships and views of others to the extent that they feel stressed which in turn leads to low performance. The study also illustrates the relationship between relationship motives and employee performance, love motive is positively related to employees work outcomes except for organizational commitment and OCB-Os, which are not predicted by love motive. This positive relationship is based on the notion of affective spill over i.e., “the potential for emotions experienced in one’s life domain, such as one’s personal life, to influence emotions experienced in another life domain, such as work” (Pierce & Aguinis, 2003). As per the research, love-driven workplace romance promotes positive emotions among romantic partners which in turn lead to positive emotions at work, thereby increasing employee’s performance and motivation level. Organizational commitment and OCB-Os is not predicted because, maybe romantic partners devote much time to their relationship rather than on their job task. There is a positive relationship between ego motive, job performance, intrinsic job motivation and OCB-Is but it is not the predictor of job satisfaction, organizational commitment and OCB-Os. The positive relationship is because when an employee experience ego satisfaction due to workplace romance, he will also experience positive emotions i.e., affective spill over as discussed above, which in turn keeps him motivated to perform well. Job motive is positively associated with organizational commitment and OCB-Os. Job satisfaction is not predictable and for all other employees’ outcomes, it is negatively associated i.e., job performance, intrinsic job motivation, OCB-Is. Job motive is positively related to organizational commitment and OCB- Os because the employees concerned about moving ahead on the job to the extent that they engage in a romantic relationship with a co-worker depending heavily upon their organization to establish a positive self-image. As far as job performance, intrinsic job motivation and OCB-Is is concerned the employees who engage in workplace romance due to job-related motives are

mostly dissatisfied with their current job status and try to pursue instrumental gains like increased flex time or a promotion at the potential cost of another worker's wellbeing (Belinda, 2017). Some researches has shown that job-related workplace romance motives would be associated with a lower level of employee motivation, performance and positive job attitudes (Pierce, 1998). Psychological wellbeing is another factor studied by researchers. Psychological wellbeing includes the absence of emotional states or experiences, negatively related to the life of a person along with the presence of emotional experiences that are positively related to the life mainly on a single axis (Wright & Staw, 1999; Cropanzano et al., 2003). A study conducted by Khan et al., (2017) states that most of the time romantic partners feel good in gaining their colleague's sexual attention resulting in high job satisfaction and performance (Biggs et al., 2012). The workplace romance makes a positive contribution towards psychological wellbeing; further enhancing the employee's performance. Romantic relationships encourage psychological wellbeing, as research depicts that a lovable move from the partner relieves anxiety and stress by filling optimism (Ditzen et al., 2007); which in turn increases employee performance. As far as the gender is concerned, the women are more careful than men about their engagement in workplace romance (Wilson, 2015). Men keep a more favourable attitude towards work place romance in comparison to women, which mean women are less motivated to involve themselves in workplace romance (Quinn, 1977; Powell, 1998). The study also illustrates that workplace romance in the form of mutually committed relationships positively affects employee performance. The partners involved in the relationship essentially work hard to create a favourable impression (Dillard & Broetzmann, 1989; Pierce & Auginis, 2003; Khan et al., 2017).

A study conducted on "Impact of workplace romance on co-workers and workplace environment" by Jonathan Sutton in 2017, illustrates that all the factors like trust, openness, communication, collaboration, fair and respectful treatment of employees help to create an ethical and enjoyable workplace. In anyways workplace romance affects these factors which lead to a negative or positive outcome. If workplace romance helped in building these above-mentioned factors, the result will be positive otherwise negative. For example, as per the study, once the relationship is out in the open, it can affect the workplace in numerous ways depending on how the

individual involved in workplace romance interact with co-workers and with one another. The loyalty of partners involved in workplace romance would drive them to choose their partner over co-worker regardless of the situation, thus creating an 'us vs. them' type of feeling which in turn lowers the level of trust. Gossip is another factor that affects the productivity of the co-workers as they spend more time gossiping rather than on their work. On the other hand, hierarchal workplace romance led to favouritism and manipulation of the lower-level employee involved in the relationship further negatively affecting the workplace environment. It has been suggested that mature workplace romance is required by acting professionally and by keeping the personal and professional life separately (Sutton, 2017). Some of the studies took different ways by taking into consideration the role of various types of attachment styles further affecting the workplace environment.

Looking at the study conducted at a local authority office in Zimbabwe in 2016 illustrates that co-worker to co-worker or peer to peer type of workplace romance help employees to build safety nets, give them social support, and helps in dealing with home stressors. All this leads to many positive organizational outcomes as the energies from workplace romance directly channelled into work especially in the cases of romance ending up in a marriage. But at the same time, it has also been noted that married partners (couples) do not later separate work from the home issues which subsequent lead to poor performance and low productivity. On the other hand, hierarchical workplace romance leads to favouritism or perceived favouritism by superior, which further demotivate other co-workers, who are not part of workplace romance. Especially in a hierarchical workplace romance, the superior accepts the poor performance and low-quality work from the subordinate with whom he or she is romantically involved thereby compromising with the performance. As per the study 78%, participants believe that workplace romance leads to a decline in employee performance and 22% believes the opposite. The low performance of employees was due to spending more time with each other rather than at work, using company resources for personal communication (extra cost to the organization), and wasting time on things that are not a part of their job description. On the other hand, the reason for increased employee performance was like, the couple wants to impress each other while performing their duties well. The energy and excitement of working

together motivate both the partners to effectively perform their duties well which help them to bear the work pressure (Bhebhe & Hove, 2016).

The most important factor involved in workplace romance is the secrecy of the relationship. As the romantic relationship flourish between the two employees, they try to conceal the relationship from their colleagues or superiors. A research study conducted by Tengberg and Tidefors (2016) illustrates that employees want confidentiality of their relationship due to worry of negative outcomes like disapproval, office gossip and jealousy on the part of superiors or colleagues. But people who were involved in extramarital affairs stressed the need for secrecy to avoid critical opinions from their co-workers and disapproval of their relationship. This study also illustrates that women emphasized more the importance of informing their superior about the romance in comparison to men. On the other hand, men stressed the need of having their own "workplace" and independence as the passion phase of romance ends (Tenberg & Tidefors, 2016). Here, it can be stated that secrecy is the other factor that affects workplace romance in an organization.

A study conducted in 2016, describes how "partner phubbing" impact employee productivity at the workplace. Phubbing occurs when an employee got distracted from communicating with others at the workplace due to his cell phone/smartphone (Roberts & David, 2016). In this context, Partner's phubbing is the one type of phubbing where one ignores or get distracted from his/her romantic partners because of using the cell phone or smartphone at the workplace. This leads to stressful relationships between the two romantic partners at work. In this situation, the phubbed partner's relationship satisfaction goes down leading to situations like depression and anxiety further leading to low levels of performance at the workplace (Roberts & David, 2016). Therefore, the presence of partners' phubbing in a workplace romance, can also lead to a low level of performance among romantic partners.

Cowan and Horan (2017) has also examined the role played by Information and Technology in building workplace romance. It was concluded that technology plays a very vital role in building, maintaining and even in the dissolution of a romantic relationship at the workplace. At the building phase of workplace romance,

people use mobile phones for exchanging their contact numbers. To collect more and more details about the partners, social networking sites like Facebook or Twitter is used excessively. Once the relationship is established, the secrecy of the relationship becomes the main concern of the partners and to maintain that people use department phones, instant messengers and text messages. In maintaining phase of workplace romance, employees turned into romantic partners try to maintain professionalism at the workplace, communication is generally done by the means of text messages. They also post positive videos of each other on social networking sites to maintain love and positivity in the relationship. In addition to this, building and maintaining dissolution of workplace romance equally rely upon technology. In this phase, people do not use much texting or calling over the phone to avoid each other. Mostly social networking media is used for communicating the break-up of the relationship. This is how the use of technology changes in different phases of workplace romance (Cowan & Horan, 2017).

A study conducted by Chory and Hoke (2019), examines the perception of the millennial generation who are involved or participated in workplace romance and the co-workers who were observers. It was concluded that millennial generations were having a positive attitude towards workplace romance. In the initial phase, employees take workplace sexual behaviour in positive terms, but with time, they have to face the possible negatives of such behaviours. Some of the positive outcomes of workplace romance are high morale, improved relationships and high performance among such employees. Such positive outcomes lead to productive outcomes for the organization, but the others like favouritism, unfair advantages, leniency in work, unfair promotions or career advancement to the loving partners, information manipulation etc. led to a feeling of jealousy, lack of trust, injustice among the co-workers.

A study conducted by Jung and Yoon (2020) has tested the influence of workplace romance on employees' job engagement and performance. This study has been conducted on employees of a deluxe hotel in South Korea. The results has depicted a positive association between workplace romance and employee engagement, this is because workplace romance increases the stability of employees

because of the sense of being together with the romantic partner and help them to relieve their stress, thereby increasing their engagement at the workplace (Ditzen et al., 2007). Workplace romance also shares a positive relationship with an employee's performance. The study has also observed a strong positive influence on employee's job engagement among those involved in workplace romance (Jung & Yoon, 2020).

A study conducted by Mao et al., (2012), has tested the relationship between workplace friendship and work engagement along with testing the mediation effect of role ambiguity. The study has collected two samples from respondents serving in the travel agencies and hotels. The study shows a positive relationship between workplace friendship and work engagement where the mediating factor role ambiguity has a partial mediation between the variables under study. The study has concluded that workplace friendship plays a vital role in developing work engagement in the hotel industry.

2.1.3: Workplace Romance and Organizational Policies in this context

Many of the studies have stressed the role of organizational policies in handling workplace romance. In this context, a study has been conducted by Cicek (2014) on 5-star hotels in North Cyprus by taking in-depth interviews with front line employees and directors of human resource departments to map their perception of workplace romance and its trends in the hospitality industry. It has been concluded that there are a few related managerial policies and actions in handling workplace romance. The HR managers do not want to interfere in such matters, with the thinking that such issues are the concern of respective departments and not there. On the other hand, departmental members perceive such cases as a private matter of the concerned employee. A survey carried out by the Society of Human Resource Management during 2013 on workplace romance depicts that finding out the existence of workplace romance in the organization is a challenging task. It has been revealed that office gossiping is 67% responsible for revealing such relationships whereas 61% is revealed through HR reports. The availability of oral or written policy in this context increased from 25% (2005) to 42% (2013) respectively. It is also concluded that 89% of the organizations shows that it is the HR department that handles complaints or cases of workplace romance (SHRM, 2013).

A study conducted in 2016 in Zimbabwe at local authority has concluded that there is no involvement of the HR department in solving the difficult issues arising out of workplace romance. It should be noted that it becomes a very challenging task for the HR department to find out the romantic couple, perceived or actual sexual harassment case resulting from such relationship and most importantly encouraging the employee to separate their professional and private life. Therefore, there is a need of designing or formulate a policy related to workplace romance along with the organization of counselling sessions, workshops and training programmes for the smooth functioning of the organization (Bhebhe & Hove, 2016).

Salmani et al., (2011), has conducted a study in an Iranian organization to understand the making of an environment of self-control at any workplace, there is a dire need for certain policies and strategies to manage the romantic ties in the organization. Such policies will help in building the trust between organization and employee which further lead to higher organizational efficiency. Prohibiting workplace romance is not the solution to the problem, as it will hinder the development of a dynamic and safe working environment arising out of mutual understanding between an organization and the employee. It has also been concluded that the flourishing of feeling like sexual attractiveness will lead to negative outcomes, if the same happens in absence of any written and oral measures.

Binetti (2007) has evaluated the effectiveness of workplace romance in an organization in California. The study has opined that restricting workplace romance in an organization result in negative results like low morale and low job satisfaction among employees as they feel suffocated in such a restricted environment. The study suggests some of the measures in vertical romantic relationships, before taking any hard step, both employees must be given some time to resolve their issues. This can be better understood with one instance like both romantic partners can jointly decide who will take the job transfer before the organization paste their tyrannical decision on them. Love contract, followed by many of the organizations, is not a brilliant solution for controlling love ties in the organization, therefore very few organizations are following anti-nepotism policies. The most important characteristic of such policies is that their scope is not just limited to controlling only sexual and romantic

relationships, rather extended to any type of relationship harming the internal relations in the organization including legal issues. This policy charges restrictions against the employment of housemates, roommates, relatives or any individual by which the confidential information of the organization could be shared easily. In the survey conducted by SHRM in the year 2013, there are approximately 5% of the organizations get the Love contracts signed by their employee. As far as views from the HR department is concerned 81% of them believes that love contracts provide them with the freedom to discuss ethical and unethical behaviour at the workplace, whereas, 75% of them believe it is not a good measure (SHRM, 2013).

Lickey et al., (2009) has discussed the relevance of workplace romance in an organization. The study has concluded that for the smooth functioning of an organization by creating a healthy environment, a workplace romance policy is required. Firstly, the suggestion was that the employee behaviour arising out of workplace romance can be managed and improved with the help of implementation of policy and by imparting them training in this context. Secondly, workplace romance policy rather restricting romance should be in the path of controlling the behaviour arising out of such romantic relationships. Thirdly, the design of the policy must not be similar for every organization rather it should be dynamic enough according to the size and type. Fourthly, the love contracts must be reactive rather than proactive so that the employees take a positive view instead of feeling insecure. The fifth suggestion is that vertical relationships must be communicated to the HR department and both the partners are required to sign a dating contract to control behaviour like sexual harassment, favouritism, hostility etc. The sixth suggestion is related to company property, which means that no company property both tangible and intangible should be used for romantic communication (sexual or non-sexual). The policy must include the clause related to the management of confidential information. The last suggestion is related to the training and awareness of managers and supervisors about workplace romance such as risks attached, employee morale and other legal liabilities faced by the organization. Such policies must also be communicated to the new joiners in the organization.

A study conducted in UK and USA reveals that the main reason for

discouraging workplace romance is workplace distress (perceived or real favouritism, distraction, office gossiping and uncomfortable workplace atmosphere for employees) rather than sexual harassment (Biggs et al., 2012). In this context the survey has been conducted by SHRM reports that among the organizations following a workplace romance policy, 99% has indicated that vertical type of workplace romance is not allowed, followed by the romance between employees of a notable rank difference (45%) and between employees reporting to the same supervisor (35%). Consequences for violating the workplace romance policy of an organization varies depending upon the type of workplace romance and the rank of employees. The most frequently reported consequence is transferring of an employee engaged in workplace romance to another department (34%) and counselling of employee (32%) (SHRM. 2013). People also think that the best framework for a workplace romance includes minimum interaction during working hours which further leads to decline in workplace distress. Employees feel more committed to an organization if it does not prohibit workplace romance. As per the study, it has been concluded that there must be a policy allowing workplace romance with little impact on the working environment. The manager should discuss the situation privately with the participant if he/she is involved in a problematic workplace romance rather than directly terminating the employee. Workplace romance policy should not require individuals to disclose their relationships as it is unsafe. There should be a third party to supervise the hierarchical relationship (Biggs et al., 2012)

Research conducted in a clothing factory in Cape Town states that people feel Employee Assistant Policy (EAP) is a helpful tool in managing the dissolved workplace romance, many of them have utilized EAP services during or after a breakup and they have felt that it is helpful to them but it can be more effective if two parties are seen collectively by the counsellor for managing the dissolved workplace romance. Most of the people are unaware of the company policy for workplace romance and suggest that policy won't prevent people from entering into this. Some employees have suggested that the company policies in this regard, should not allow the married couple to enter into romantic relationships/ extramarital affairs (Verhoef & Terblanche, 2013).

However, another survey has also depicted that a strict policy leads to a negative relationship between conscientiousness and willingness to engage in workplace romance and in no policy situations the relationship was positive (Doll & Rosopa, 2015).

2.2: Emotional Intelligence

Emotions are the ways by which two individuals can communicate their feelings to each other. But it should be noted that the quality of the relationship a person shares with others depends upon the ways one handle his/her feelings and emotions (Schnarch, 1991). As per Croyle and Waltz (2002), “people who have the ability to understand and manage their emotions and feelings are more capable of maintaining intimacy and problem-solving behaviour in their relationships”. Therefore, one can say that Emotional Intelligence (EI) plays a very crucial role in managing the life of an individual both professionally and personally. This term is considered as a powerful way of managing emotions.

Emotional intelligence has captured more importance after the publication of related work by Goleman (1995) on “Emotional Intelligence. Why it can matter more than Intelligent Quotient (IQ)”. In the current scenario, emotional intelligence has gained importance in every aspect of life starting from personal to professional lives including quality of relationships, managing stress, maintaining work-life balance, understanding others etc. The authors like Daniel Goleman and others has described Emotional Intelligence as:

“An ability to recognise, understand and manage our own emotions as well as emotions of others”. (Goleman, 1998)

“Emotional Intelligence is an umbrella concept of non-cognitive capabilities competencies and skills which helps an individual to become more efficient in coping with environmental demand and pressures”.

(Bar-On, 1997)

Goleman (1995) has discussed the five domains of emotional intelligence which helps an individual to gain success in life. He has discussed that individuals who better understand their own emotions, can well understand and manage the

emotions of others as well. As per Singh (2006), the destiny of a person is based upon the level of maturity and emotional sensitivity one applies to life. The latest research in this context has stated that emotional intelligence alone contributes to 80% of success in the professional and personal life of an individual while IQ contributes the remaining 20% to success (Goleman, 2011). In recent times, it is being discussed that some of the organizational domains are more concerned about the factors related to Emotional Intelligence instead of experience related to the job, technical expertise or IQ for gaining efficiency and success. Many of the longitudinal studies in this context has proved Emotional Intelligence as a better predictor of success at the workplace than IQ (Luthans, 2002). Emotional intelligence is further divided into two categories: interpersonal and intrapersonal emotional intelligence (Wong & Law, 2002). Interpersonal emotional intelligence is mainly concerned with the understanding of desires, emotions, feelings and intentions of other people, whereas, intrapersonal emotional intelligence is related to understanding and managing one's intentions, emotions and desires (Davis et al., 2011). Here the interpersonal aspect of emotional intelligence helps in achieving pro-social outcomes. The main motive of the pro-social perspective of emotional intelligence is to increase the well-being of others. Mayer et al., (2008) has viewed that there is a positive relationship between a high level of emotional intelligence and the well-being of a relationship at the workplace.

As far as measuring emotional intelligence is concerned the models of emotional intelligence have been made on three most important aspects i.e., ability, trait and mixed model of both ability and trait. The ability model is based upon "the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use the information to guide one's thinking and actions". MSCEIT (mayer-salovey-caruso-emotional intelligence test) measures an ability model of emotional intelligence consisting of 141 items, divided among eight tasks (two of each branch) i.e., perception of emotions (faces and designs), use of emotion to facilitate thought (sensations and facilitation), understanding emotions (blends and progression) and emotion management (emotion management and social management). The trait model of EI, along with emotional intelligence also includes non-cognitive factors like self-actualization, self-esteem, general well-being and general mood. It consists of two measures i.e., Trait Meta-Mood Scale (TMMS)

(Salovey et al., 1995) and Bar-On Emotional Quotient Inventory (Bar-On, 1997). TMMS consist of 48 items, measured on a 5-point Likert scale ranging from “totally disagree” (1) to “totally agree” (5). This scale also comprises three subscales viz. attention to the feelings, which means “how much attention an individual pays to its inner feeling and emotional states”, clarity refers to “ability to understand and discriminate among feelings” and repair refers to the “ability to regulate moods and repair negative emotional experiences” (Salovey et al., 1995). On the other hand, the Bar-on model is the most widely used measure of trait EI. Bar-on model of EI stresses both the importance of emotional expression and views the outcome of emotionally and socially intelligent behaviour in terms of effective adaptation. This measure consists of 133 items, which are presented in the form of short sentences, measured on a 5-point Likert scale, starting from “very seldom or not true of me” (1) to “very often true of me or true of me” (5) (Bar-On, 1997).

The third model of EI is the mixed model given by Daniel Goleman also known as Goleman’s mixed model of EI. It is a mixture of both the ability model of EI and trait models of EI and is based on the idea that cognitive intelligence and personality aspects can also be assessed in addition to emotional intelligence (Schutle et al., 2004). The model consists of the four most important constructs of emotional intelligence viz. self-awareness, self-management, social awareness and relationship management. Self-awareness, is defined as “an ability to read one’s emotions and recognize their impact while using gut feelings to guide decisions”, self-management, is defined as “controlling one’s emotions and impulses and adapting to changing circumstances”, social awareness, is defined as “ability to sense, understand and react to others emotions while comprehending social networks” and lastly, relationship management is defined as “ability to inspire, influence and develop others while managing conflict” (Goleman, 1998).

2.2.1: Emotional Intelligence and Romantic Relationships

Emotional intelligence, in many ways, plays a crucial role in improving and maintaining the quality of the intimate relationship between two partners. The researchers, like Beirne (2014), in their work, has examined the importance of emotional availability and emotional awareness in determining the quality of a

relationship. It was stated that emotional availability plays a very vital role in enhancing the attachment security between the two partners. The availability of the other partner in tough and happy times increases their attachment level and develop a sense of security in the opposite partner. On the other hand, in absence of availability, the other partner remains unattached and insecure thereby negatively affecting the relationship. Emotional awareness refers to the “ability of an individual to recognize their own emotions as well as the emotions of the opposite partners” (Lane et al., 1990). The partners high on emotional awareness indulge in a positive relationship and lack of awareness negatively affects the relationship.

A similar study has been conducted in 2005 on married couples stating that the effective identification and communication of emotions between the couple enhance the security and satisfaction level of their relationship. The person, who is unable to understand his emotions won't be able to communicate them properly to the other partner, which sometimes leads to misunderstandings and poor quality of relationship (Cardova et al., 2005).

Kaur and Junnarkar (2017), in their study, has examined the role of intimacy in a romantic relationship. It is the feeling of connectedness, closeness and bondedness among the two partners which further give rise to love and affection in the relationship. It has been concluded that a high level of intimacy in the relationship is an outcome of good emotional understanding between the two partners which help them to motivate each other throughout their partnership. Intimacy also brings passion to any relationship. On the other hand, the level of commitment is positively related to both intimacy and passion.

As per Rusbult et al., (1998), one of the branches of emotional intelligence related to managing emotions is highly concerned with the quality of relationships. As per this investigation, the quality of the relationship depends upon the way partners react to the negative situations in their relationship. The constructive approach towards the negative situation leads to a high level of relationship satisfaction, whereas, the destructive response towards the situation will lower the level of satisfaction in the relationship. Most of the time, in a negative situation, a partner refuses to listen to the opposite partner or overlook the view presented which leads to

negative outcomes and a lack of satisfaction in the relationship. Such a situation is directly linked to the level of the emotional intelligence of the partners. Higher the EI level, the more positive is the relationship and vice versa. It has also been concluded that if only one partner is high on EI and the other partner has a low EI level, there is a swing between both positive and negative results (Brackett et al., 2005).

As per Brackett et al., (2005) men and women act differently in a romantic relationship depending upon their EI level. It has been revealed that women scored more as compared to men on the ability-based sensitivity test of non-verbal communication of emotions. This fact depicts the women paying more attention and responding promptly towards such emotions as compared to the men. Testing on the parameters of relationship quality, women partners are more supportive and deep thinkers about their relationship whereas a man scores high on relationship conflict. It has also been observed that both partners high on EI, do not lead to any fruitful outcomes in their relationship as compared to the couple where one has high EI and the other one is on the lower side. This is because EI partners with high EI try to compete with each other for getting the grade of emotional expertise. Another finding of the study is that women always make more emotional investment in a relationship in contrast to men. In case the male partner is having a high level of emotional awareness, the female partner feels more intimacy and closeness in the relationship.

Schröder-Abé and Schütz, (2011) have examined the mediating role of perspective taken by one partner between emotional intelligence and quality of relationship. It has been stated that the partner with a high EI, will be better able to understand or take the perspective of the other partner, therefore leading to more closeness in the relationship thereby increasing the relationship satisfaction level of the other partner.

Casey et al., (2008) has studied the role of the third branch of emotional intelligence i.e., understanding emotions. In this context, it has been analysed that emotional clarity plays a very important role in enhancing the understanding of the relationship. Partners high on emotional awareness are better able to recognize, categorize and especially know the reason behind their own emotions and this understanding facilitates the sense of forgiveness in the relationship. In many cases,

such partners forgive other partners by overlooking the mistake he or she has made.

Simpson (1987) has emphasised the stability factor of a romantic relationship and found a healthy relationship more stable as compared to an unhealthy one. It has been concluded that the ingredients of a stable relationship are closeness between the two partners, satisfaction level and long-term relationship along with sexual intimacy. As per Brackett et al., (2005), it is stated that a short-term relationship does not allow the partners to judge their emotional intelligence level and therefore they are less stable. In contrast, the long-term partners get time to evaluate the emotional intelligence level of each other, thereby increasing the stability in the relationship and sometimes a similarity has been noticed in their levels of EI. One more factor, which is responsible for the stability in the relationship, is the conflict handling technique of the partners which also includes the way a disagreement is managed in the relationship (Casey et al., 2008).

A study conducted by Richards et al., (2003) has stated that regulation of emotions is also very important in addition to the management. In this context, it is also stated that the couples, who always remember the events, thoughts or conversations that occurred in their relationship, are better at listening and understanding the point of view or perspective of the other partners related to some very important issues in the relationship. Such type of behaviour leads to the smooth functioning of the relationship.

The study conducted by Busby et al., (1985) has mentioned three dimensions from where the relationship of an individual encompasses. First is the consensus, which shows a greater number of agreements between the partners, which means most of the time when two partners agree upon a particular statement or decision. The second dimension is satisfaction, which is related to positivity, a higher level of shared confidence and a lesser number of discussions related to separation or termination of the relationship.

The third dimension is cohesion, which is related to the togetherness, bond of connectedness along with shared activities between the partners. The study has concluded that all the three dimensions present in a relationship define it as a good and healthy relationship (Busby et al., 1985).

2.2.2: Emotional Intelligence and Employee Performance

A study on Emotional Intelligence at the workplace conducted by Singh (2006) has clearly mentioned that emotional intelligence plays a great role in providing a competitive advantage to an employee over others in an organization. Highly emotionally intelligent individuals play a great role in managing people and enhancing their performance.

In another study by Rexhpepi and Berisha (2017) on 265 managers at public and private institutions in Macedonia has stated that there is a positive relationship between emotional intelligence and employee performance. They have concluded that one unit increase in emotional intelligence leads to a change of 0.385 units in employee's performance.

A similar study was conducted by Gunavathy and Ayswarya (2011) for testing the effect of emotional intelligence on job satisfaction and performance of 150 women employees working in the Indian software industry in Chennai. It has been concluded that there exists a positive relationship between emotional intelligence, job satisfaction and performance. The second observation is that a variance seen in job performance is predicted by emotional intelligence and job satisfaction. Hence, a high level of emotional intelligence and job satisfaction leads to increase optimum job performance. As per Law et al., (2007) on research and development scientists of China, emotional intelligence is the predictor of an employee's job performance.

A study conducted in 2010 has tested the effect of occupational stress and emotional intelligence on employees' job satisfaction levels. The study has concluded that emotional intelligence has a partial moderating effect in the models of occupational stress. The ability of an employee to manage their stress as well as the emotions of others allows them to control their psychological stress which further leads to high job satisfaction (Ismail et al., 2010).

Another study was conducted in 2013, on the Iranian hotel industry to examine the effect of employees' emotional intelligence, organizational citizenship behaviour (OCB) and job satisfaction on their performance. It has been concluded that emotional intelligence has a significant impact on employee performance. Employee

high on emotional intelligence is considered to be more innovative, empathetic both to the customers and fellow employee, which is a need of a service industry. Therefore, the study depicts a positive relationship between emotional intelligence and employee performance. The two dimensions of EI, use of emotions and self-emotion appraisal play a vital role in increasing Organizational Citizenship Behaviour. Even out of these two dimensions, the use of emotion influences more Organizational Citizenship Behaviour as compared to the other dimension. It has also been concluded that EI plays a very vital role in building a healthy work environment which in turn increases the job satisfaction level of an employee (Kambiz & Majid, 2013).

The study conducted in 2010, on managers and employees in educational administrations of Iran has examined the link between emotional intelligence and their level of performance. The result shows a positive relationship between emotional intelligence and employee performance. The Bar-on model of emotional intelligence has been used in this study. The study shows a positive relationship between all the dimensions of EI (intrapersonal, interpersonal, adaptability, stress management and general mood of an employee) with performance (Jorfi et al., 2010).

Moon and Hur (2011), in their study, determined the effect of emotional intelligence, emotional exhaustion and employee performance in light of organizational commitment and job satisfaction. Employees, of retail sales from South Africa, have been taken into consideration and the EI model developed by Schutte et al. (1998) has been used for analysis. As per the results, there is a negative relationship between the three factors of emotional intelligence (optimism, appraisal of emotions and social skills) and emotional exhaustion and similar factors are also negatively related to employee performance. This result depicts that highly emotional intelligent employee carries and ability to cope with pressure and exhaustion arising due to occupational stress (Nikolaou & Tsaousis, 2002). The second observation shows emotional exhaustion acts as a mediator between the above mentioned three factors of emotional intelligence and two factors of job performance i.e., job satisfaction and organizational commitment.

Yozgat et al., (2013) has studied the relationship between job stress and

employee performance by taking emotional intelligence as a moderator between the two. The results show a negative relationship between job stress and employee performance. The stressful employee, at the workplace, is not able to perform well and ultimately his/her overall performance comes down. The second observation shows that emotional intelligence has a significant moderating effect between job stress and employee performance and is positively related to job performance. This moderating effect shows that a highly emotional intelligent employee will show a high level of performance even if he/she is highly stressed.

Koman and Wolff (2008), in their study, have examined the relationship between the emotional intelligence competencies of a team leader and the performance of a team. The investigation has shown that there is a significant relationship between these two variables. The leaders or employee high on emotional intelligence competencies, not only enhance their performance, but also the performance of the team, they are leading. It has also been concluded that an organization can enhance the overall efficiency by hiring or developing a highly emotional intelligent leader.

A study has been conducted in 2006 to understand the relationship between emotional intelligence and job performance and how does it impact the attitude of employees towards their work? It was concluded that a person high on emotional intelligence grabs higher positions in the organization as compared to low emotionally intelligent employees and even the former category of employees yield greater salary increases as compared to later (Lopes et al., 2006).

2.2.3: Dimensions of Emotional Intelligence

As per the construct developed to measure emotional intelligence following aspects were covered: well-being, self-control, emotionality and sociability.

Well-being is considered a positive outcome for individuals as well as for society. The fundamental to well-being is good living conditions including housing and employment. It includes happiness, good mental and physical health, managing stress and thought of purposeful life. It emerges from our thoughts, experiences and actions, which means positive thinking leads to greater emotional wellbeing.

Similarly, negative thinking leads to low emotional well-being. Well-being is broadly classified into five types: emotional, physical, social, workplace and societal. But a common framework of wellbeing is distinguished between Hedonic Wellbeing (HWB) (hedonia) and Eudaimonic Wellbeing (EWB) (eudaimonia) (Ryan and Deci, 2001). Hedonia is related to maximization of pleasure and minimization of pain (Tatarkiewicz, 1976), on the other hand, eudaimonia is related to human flourishing and living life full of potential i.e., self-actualization. Psychological wellbeing is an example of eudaimonia wellbeing (Ryff, 1989). There is a high correlation between the measures of HWB and EWB. HWB measures life satisfaction, pleasant and unpleasant feelings whereas EWB measures autonomy, growth and meaning. Similarly, showing moral behaviour towards others is related to EWB and getting the same from others is related to HWB (Hofmann et al., 2014).

As per Boehm et al. (2011), Diener et al. (2010) and Su et al. (2014), well-being also includes optimism, which means an individual will experience more positive outcomes in life (Carver & Scheier, 2003). Optimism is related to a high level of satisfaction and happiness in life with lower levels of stress and depression (Scheier & Carver, 1992), decreased risk of health-related problems (Boehm & Kubzansky, 2012; Scheier & Carver, 1992; Seligman, 2013). HWB further consists of two components: affective component and cognitive component. Affective Wellbeing (AWB) refers to the pleasant and unpleasant feelings experienced by an individual, which means a person high on AWB is more diverted towards pleasant feelings over unpleasant feelings. On the other hand, Cognitive Well-being (CWB) is based upon the evaluation of how well an individual's life is going on relative to an ideal state of affairs (subjective well-being; Diener, 1984). The person high on CWB judges the fulfilment of their goals and desires by the current life situation or conditions, therefore it is assessed mainly by measures of life satisfaction (Diener et al., 1985).

As per Logue (1995), **Self-control** is defined as “engaging in behaviours that results in delayed (but more) rewards”. Delaying rewards consists of various moral rules like conscience (Kochanska, 1993), self-regulation (Baumeister et al., 1994; Rosenbaum, 1983) and self-discipline. On the other hand, lack of self-control is linked with impulsivity, which means failure of an individual to think about

consequences. People exercise self-control to accomplish their long-term goals by sacrificing their current entertainment. They want to be calm and indulge themselves in peacefulness rather than involving themselves in conflicts and showing tantrums (Baumeister et al., 1994; Logue, 1995). Various studies has shown that self-control is not just related to academic achievements and good scores but also leads to a happier life by improving the quality of interpersonal relationships (Vohs et al., 2011). A high level of self-control is also related to bringing in more structure order and coherence in the life of an individual by inculcating healthy and beneficial habits in an individual (De Ridder et al., 2012).

In this context, the strength model is the most prominent model of self-control. As per this model, self-control is referred to as “an act of self-control by which the self-alters its behavioural patterns to prevent or inhibit its dominant response” (Muraven & Baumeister, 2000). This model mainly concentrated upon the “ego depletion” phenomenon.

Emotionality is defined as “the observable behaviour and psychological component of emotion” (Reber & Reber, 2001). It is also seen as a reaction of an individual towards a particular stimulus, these responses can sometimes be visible to others also and sometimes they can only be observed by the concerned individual. It can be divided into two types: positive emotionality and negative emotionality. Positive emotionality is defined as the ability of an individual to control positive emotions and moods. It is inversely related to depression, which means the person high on positive emotionality is less prone to depression as the emotion regulation of positive mood reduces the depressive symptoms (Beveren et al., 2018). On the other hand, negative emotionality is the opposite of positive emotionality, here a person is unable to control his/her positive emotions and moods. It is being observed that this type of emotionality negatively affects the relationships we share with others.

Sociability is considered as a personality trait which means the ability of an individual to make themselves fond of others. They are always diverted towards grasping opportunities out of the social contacts they form. As per Hrabal and Hrabal (2002) “sociability indicates a personal complex of more or less structured and mutually connected individual’s dispositions, activities and relationships”. The term

sociability comprises various aspects of social functioning the related constructs, such as social behaviour, social cognition, social skills and competencies. Social cognition is defined as “the perception of others, perception of self and interpersonal knowledge” (Beer & Ochsner, 2006). Social competencies are defined as “an ability to integrate thinking, feeling and behaviour to achieve social tasks and outcomes valued in the host context and culture” (Topping et al., 2000). On the other hand, social skill is defined as “observable and measurable interpersonal behaviour that promote independence, social acceptability and quality of life” (Bellack, 1983).

2.3: Employee Performance

Performance of an individual at the workplace is considered as an outcome or success achieved by him or her during a particular period, against the targets or standards of work determined in advance and have been agreed upon (Rivai, 2004). It includes various aspects like quality and quantity of work assigned, availability of a person at the work, nature and behaviour towards work and duration of work completion (Yang, 2008). Different studies identified end number of factors that affect employee performance in an organization. As per Koopman et al., (2014), employee performance consists of four dimensions: task performance, contextual performance, adaptive performance and counterproductive work behaviour. Task performance refers to the competency of an individual or employee in performing a particular task. It mainly includes the factors like quality and quantity of work along with the knowledge of an employee about the particular job. This dimension is related to the employee behaviour directly involved in the production of goods and services and providing technical support to the organization. Contextual performance is something beyond the boundaries of task completion. It is related to the behaviour of an individual supporting the psychological and social environment of the organization for the smooth functioning of the technical activities. Such behaviours include taking extra initiative other than the assigned task, providing training or coaching to new employees and building good interpersonal relationships. Adaptive performance is the extent to which an employee adapts the changes adopted by an organization in terms of work-related systems, roles or responsibilities. It includes creativity, learning new methods of working, dealing with difficult situations at the workplace etc.

Counterproductive behaviour is related to unwanted or destructive behaviour at the workplace. It includes behaviour that is harmful to the wellbeing of an organization such as coming late to the workplace, absenteeism, theft, involvement in an off-task activity, substance abuse. Other than this behaviour it also includes destructive behaviour such as damaging the organizational property, productivity loss, using drugs etc.

One of the studies conducted by Pawirosumarto et al. (2017) has revealed that the factors like leadership style, discipline and employee motivation are positively related to employee performance where discipline impose the most powerful impact. Leadership style plays an important role in boosting employee performance and achieving organizational goals (Rivai, 2004). Similarly, motivation is also a key factor in increasing employee performance, which is defined as “a desire to do something by a high level of effort for the organization’s goals, conditioned by the effort to satisfy the individual requirement” (Robbins, 2005). On the other hand, discipline is considered an essential feature of any organizational setting which helps the management to run the organizational activities in light of certain rules and regulations (Rivai & Sagala, 2009).

A study conducted by Jung and Yoon (2020) on the hotel industry, clearly depicts the impact of workplace romance on employee engagement and performance. The study finds that the experience of workplace romance significantly increases the employee’s job engagement because romantic ties help in improving the psychological wellbeing and self-esteem of an individual at work. Further looking at the employee performance, it is studied that workplace romance is not a serious problem until and unless it violates the legal and ethical standards. In the hotel industry, the favourable relationship between employees’, increases job performance, improves productivity and service quality (Biggs et al, 2012). Therefore, as per the study, workplace romance should not be prohibited as it impacts positively on employee engagement and performance.

Along with these factors, there are some other factors like job stress and communication which affects employee performance. Job stress is seen as a situation that arises when a person loses the coordination between the resources available to

perform a particular job and the job demand with personal abilities (French, 1975). It is considered as a social problem that includes a list of factors disrupting the work psychologically and physically, further affecting the health of an employee (Conway et al., 2008). Various studies conducted on job stress depicts that, it leads to medical ailments like heart disease, insomnia, gastroenteritis and many other health issues which further lead to the decline in employee performance due to increasing rate of absenteeism (McVicar, 2003; Mitoma et al., 2008; Muecke, 2005; Poissonnet & Veron, 2000). Most of the research has stressed the workplace environment as a factor impacting employee performance as a healthy environment leads to low absenteeism and high employee performance. There are various factors that determine the work environment such as physical environment, aids provided for performing the job, supervisor support, relations with co-workers, training and development, incentive rewards and recognitions (Chandrasekar, 2001). In this context workplace romance is another factor of interest included in the work environment. It may have both negative and positive impacts. A negative impact on the work environment includes consequences like hostility, disapproval from fellow workers, cynicism, isolation, co-worker's jealousies and anxiety (Hoffman et al., 1997).

Balaban (2019) has studied the impact of workplace romance on the work environment which shows the negative impacts of workplace romance on the work environment further affecting employee performance. The biggest reason for organizations to ban workplace romance is declined job performance. However, such romantic ties are having sometimes enhancing and sometimes leading to the declined job performance of the romantic partners (Pierce et al., 1996). As per Mainiero (1989), in the initial phase of a romantic relationship, the performance declines as the couple devote most of the time to building their relationship instead of concentrating on their job. As per the comprehensive survey conducted by the U.S. merit protection board (1981) on sexual harassment in the Federal government has stated that 42 per cent of females and 15 per cent of male workers has faced at least one case of sexual harassment and the amount spent by a company on sexual harassment claims reached approximately 8 million dollars per year and the losses include, increased number of resignations, lost productivity and low employee morale (Hoffman et al., 1997).

The factors like personality traits and employee attitudes were also considered to be important factors affecting employee performance. In this context, many researchers have found personality as a very essential factor in predicting performance because it is the behaviour that makes difference and helps in making a comparison of one's performance with other employees (Sackett et al., 2002). One of the studies in this context has used the Big five model for understanding the impact of personality on employee performance. This model consists of five factors named Neuroticism, Extraversion, Openness to Experience, Conscientiousness and Agreeableness (Barrick & Mount, 1991).

A study conducted in the year 2014, examines the impact of various drivers of employee engagement (leadership, communication and work-life balance) on employee performance. It has been studied that certain behaviour of leadership such as organizational commitment, job satisfaction, motivation and organizational citizenship behaviour are associated with employee engagement (Xu & Cooper-Thomas, 2011). As far as communication is concerned, it has been concluded that poor communication act as a barrier to employee engagement (Bindl & Parker, 2010). On the other hand, the quality time an employee gets to spend with his family and friends ultimately increases their engagement at the workplace and enhance their performance (Estes & Michael, 2005). Therefore, all three drivers of employee engagement further increase employee performance as well as organizational performance (Bedarkar & Pandita, 2014).

Fu and Deshpande (2013), in their study, tried to examine the association between job satisfaction, caring climate, organization commitment and job performance of employees working in an insurance company in China. Caring climate has a significant indirect effect on the performance of an employee through mediating effect of job satisfaction and organizational commitment. In addition to this organisational commitment also has a significant direct effect on job performance. As per Samuel (2010), the way an employee performs in the organization, depends upon the knowledge sharing between the employees at the workplace which is possible only in a healthy work environment.

2.3.1: Dimensions of Employee Performance

The various dimensions of employee performance taken into consideration are task performance, contextual performance and adaptive performance.

Task performance is a very important dimension of an employee's performance. It is related to the competency of an employee to perform his/her job-related task. It is directly related to the production of goods or services by an employee in the organization. It includes quantity and quality of work, job knowledge other aspects like meeting work-related deadlines and punctuality at work (Campbell, 1990). Borman and Motowidlo (1993) has described task performance as behaviour that directly or indirectly extend contribution to the technical core of the organization. Therefore, this dimension has been taken into consideration for measuring employee performance.

Contextual performance is something beyond the scope of task performance. Employee performance is not just limited to task completion rather it also includes the behaviour of an individual that supports the psychological and social environment of an organization. It includes the aspects like taking initiatives, helping others, problem-solving, taking the right decision or action when required etc. (Borman & Motowidlo, 1993). In today's competitive world, task completion is not sufficient, rather there is a need to move some extra miles to match the growing needs of the organization. The organizations also require spontaneous and innovative employees for achieving a competitive advantage in the market. Therefore, this dimension has been included for measuring employee performance in the organization.

Adaptive performance is the competency of an employee to cope with the changing organizational environment. It includes the aspects like giving new ideas for organizational development, creativity, helping others at the workplace, managing organizational information etc. (Griffin et al., 2007). In today's scenario, technology is updating very fast. Every organization is concerned about implementing new methods or systems for smooth working. In such a situation, the employee, who is having the ability to adapt to such changes, is the demand of every organization. Therefore, this dimension was included to measure the employee performance at the organization.

The review related to workplace romance identifies the various factors responsible for its formation in an organization and marks it as inevitable. Past studies in this context critically examine the constructive and destructive effects of workplace romance on employee performance along with organizational policies for managing romantic relationships at the workplace. Constructive effects have been marked by increased organizational commitment, high employee morale, happiness and enthusiasm. On the other hand, destructive effects have been marked by low self-control, embarrassment, hostile work environment, negative attitude of co-workers, favouritism, sexual harassment and retaliation. The performance of an employee plays a major role in defining organizational success which triggered the need for deeply understanding the concept of workplace romance. Therefore, above discussed studies were divided into three themes i.e., “Formation factors and types of Workplace Romance in an organization”, “Workplace Romance and Employee Performance” and “Workplace Romance and Organizational Policies in this context”.

Emotional intelligence also contributes towards increasing employee performance in many ways. It has also been studied that it is positively related to the quality of romantic relationships shared by two individuals. Therefore, to understand the role of emotional intelligence in managing romantic relationships and employee performance, review studies were divided into three themes i.e., “Emotional Intelligence and Romantic Relationships”, “Emotional Intelligence and Employee Performance” and “Dimensions of Employee Performance”.

The review studies related to employee performance further includes one theme i.e., “Dimensions of Employee Performance”.

2.4: Research Gaps

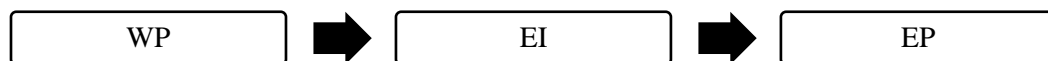
After going through the extensive literature review, various research gaps has been identified and triggered the need for conducting this study. First, the relationship between emotional intelligence and romantic relationships has been studied in past, but not particularly at the workplace. It has also been examined that, the previous studies based on workplace romance and employee performance talks very little about the terms like self-control, emotionality, self-esteem or similar terms related to emotional intelligence, which makes a huge contribution towards employee

performance and helps an organization to gain competitive advantage.

Second, it has also been found that no research has been done in the domain of workplace romance and its relationship with employee performance in the Indian context. The scanned review depicts that work has been done in Zimbabwe, Iran, Taiwan, South Korea, the USA and the UK which defines negative and positive impacts of workplace romance on employees' performance as well as on the organization. Positive impacts are related to high employee morale, organization commitment etc. and negative impacts are related to the hostile atmosphere, favouritism and sexual harassment etc. Being a labour-intensive country, such issues are very common in India due to which organizations face critical problems like absenteeism, productivity loss, legal issue and sometimes tainted image in the market.

Third, the review talks about the simple relationship between emotional intelligence and employee performance, but no study has been conducted to test the relationship between these two variables in light of romantic involvement of an individual at the workplace and today's scenario workplace romance is becoming concerned about every organization, especially in the hotel industry. Therefore, in this study, a construct is to be developed to measure the perception of a manager towards workplace romance and further its relationship with emotional intelligence and employee performance.

Fourth, previous researches has purely explained the association between workplace romance and employee performance and in between this, the studies have just touched the elements of emotional intelligence, but do not explore the relationship of emotional intelligence in workplace romance and employee performance. The studies have shown that emotional intelligence plays a great role in organizational success. Therefore, in this research, the mediating effect of emotional intelligence is to be studied by analysing the following model:



Fifth, the survey conducted by Careerbuilder in the year 2011 has concluded that hospitality industries capture the top position in having office romance with 57%, followed by other industries like Utilities (51%), Information technology (46%),

Transportation (42%), Finance services (38%), Manufacturing (35%), Health care (32%) and Business services (26%). A similar type of survey has been conducted in 2014 on hotels and restaurants by the Press Association on behalf of Business Environment one of the leading serviced office providers, also concluded that it is the hospitality industry that leads in the existence of workplace romance with 57% share followed by other industries. Indian tourism sector is playing a prominent role in creating foreign exchange and employment in the country. The hospitality industry as a section of travel and tourism, is very much affected by the expansion of this sector. As per the report given by Research and Markets.Com, India serves the largest number of domestic leisure travellers in the world. Due to the expeditious growth of the IT sector in India and entry of many global companies, business travellers are gradually increasing in number, thereby increasing its importance and workload. The performance of a particular hotel is measured by average room rate (ARR) and revenue per available room (RevPAR). ARR of the hotel industry in India has been increased from INR 5, 527 in 2016 to INR 5844.81 in the year 2019 and RevPAR stood at INR 4, 002.76 during the year 2019. As per the report provided by HVS consultancy, a consulting firm for the hospitality industry and The Indian State Ranking Survey has stated that the north Indian hotel industry especially Delhi is having the most branded hotel rooms in India as compared to other regions. The commercial centres like Gurugram and Noida have also performed well in this respect. New Delhi, being a capital of India, marks the maximum arrival of tourists from all over the world, thereby challenging the top branded hotels to serve them efficiently. Therefore, a large number of workforces is employed in such hotels to fulfil the needs of customers. The growing needs of this sector leads to working conditions like work during holidays, night shifts, long working hours (25 hours per week), which further leads to stress, anxiety and poor work life balance among the employees. Along with these working conditions, informal work culture (Busquets, 2010) leads to informal relationships (Quinn, 1977) among the employees in hotel industry which further affect the employee performance and work environment. Therefore, the major challenge faced by Human Resource Department in Hotel industry is employee management which triggered the need for selecting the north Indian hotel industry for conducting the present study.

Chapter III

RESEARCH METHODOLOGY

This chapter explains the research methodology adopted for conducting the present study. Section 3.1 is related to research design including research questions, research topic, hypothesis, research setting, and sample. Section 3.2 depicts the research instrument. Section 3.3 is related to variables and measures. Section 3.4 depicts the content validity of the constructs. Section 3.5 is showing the scaling and pilot testing results. Section 3.6 is related to the sample profile. Section 3.7 and 3.8 are related to data analysis and the limitations of the study.

3.1: Research design

A descriptive, cross-sectional research design has been adopted for conducting the present research. The survey method has been applied through a Questionnaire.

3.1.1: Research Questions

The study answers the following questions:

1. Does Workplace Romance (WP) affect the Emotional Intelligence (EI) level of an employee involved in a romance?
2. Does Workplace Romance (WP) affect the Employee Performance (EP) of an individual involved in romance at the workplace?
3. Does Emotional Intelligence (EI) affect the Employee Performance (EP) of an individual involved in workplace romance?
4. Does Emotional Intelligence (EI) mediate the relationship between Workplace Romance (WP) and Employee Performance (EP)?

3.1.2: Research Topic

“Workplace Romance, Emotional Intelligence & Employee Performance: An empirical study of Hotel Industry in North India”

3.1.3: Objectives of the study

1. To study the impact of workplace romance on the emotional intelligence of an individual involved in a romantic relationship at the workplace.

2. To study the impact of workplace romance on the performance of an employee involved in a romantic relationship at the workplace.
3. To study the impact of emotional intelligence of an employee involved in workplace romance on their performance.
4. To study the mediating effect of emotional intelligence on workplace romance & employee performance.

3.1.4: Hypothesis

H₁: Workplace Romance has no significant impact on the Emotional Intelligence of an employee involved in romance at the workplace.

H₂: Workplace Romance has no significant impact on the Performance of an Employee involved in romance at the workplace.

H₃: Emotional Intelligence has no significant impact on the Performance of an Employee involved in romance at the workplace.

H₄: Workplace Romance and Employee Performance are not mediated by the Emotional Intelligence of an individual involved in romance at the workplace.

3.1.5: Research Setting and Sample

Survey data has been collected from both 4 star and 5-star hotels of North India (Punjab, Haryana, Himachal Pradesh, Jammu and Kashmir, Uttarakhand, Uttar Pradesh, Rajasthan, Chandigarh, Delhi, and NCR (National Capital Region)). The key respondents are senior-level managers who are having a team of members working under their supervision. Most of the studies based on workplace romance and employee performance are based on managers' perception because a manager is the key person who is concerned with the performance of an employee in his or her respective department (Brown, 1995; SHRM survey, 2013; Cicek, 2014). Armstrong and Baron (2004) has stated that the performance of an employee is better judged by the manager as he is responsible for:

- Aligning each employees' daily activities with long-term business objectives.
- Responsible for relating employee performance with organizational expectations.

- Recording employee performance to assist career planning decisions.
- Paying attention to the training and development activities of employees.
- Managing and documenting legal issues for making decisions and resolving conflicts.

Out of 103 hotels, responses have been collected from 90 hotels of North India out of which 13 and 77 were under 4 Star & 5 Star categories respectively. A total of 503 responses have been collected and after observing incompleteness and non-seriousness in filling certain responses, 80 responses have been removed and finally 423 valid responses have been analysed.

3.2: Research Instrument

The questionnaire method has been adopted for data collection. Likert type 5-point scale has been used for measuring the managers' perception towards Workplace Romance in their department and its impact on Emotional Intelligence & Employee Performance of an individual involved in romantic ties. Workplace Romance (WP) a 17 item five-point scale measures the managers' perception towards Workplace romance based upon the changes in physical attributes of the person involved in the relationship, formation factors including motives, proximities, organization culture and policies, job autonomy an employees' attitude towards Workplace Romance. Emotional Intelligence (EI) 14 item five-point scale measures the change in an Employee's Emotional Intelligence level, after moving into the romantic relationship at the workplace based upon wellbeing, self-control, emotionality sociability. Employee Performance (EP) is a 15 item five-point scale that measures the change in employee performance after entering into a romantic relationship based on task performance, contextual performance, and adaptive performance.

3.3: Variables and measures

A systematic approach has been followed for the development of research instruments. A research instrument is based upon the type of study one is conducting. A list of items has been generated in the context of various constructs used in the study i.e., workplace romance, emotional intelligence, and employee performance. In the first review, all the non-relevant items have been deleted and for establishing the

content validity, the opinion from subject experts has been taken and incorporated in the final instrument

3.3.1: Construct development and specifications

Before developing a particular scale, construct specification is required. Construct is a type of abstract idea or an underlying theme that one wishes to measure via survey questions (Kaplan, 1973; Churchill, 1979). A researcher decides what needs to be included and not included for drawing out the results by designing a construct. In this context, the various constructs are defined in the following section:

Workplace Romance

The workplace romance construct has been designed to measure the managers' perception of workplace romance in the hotel industry. This construct tends to measure the perception on various parameters such as awareness about the existence of workplace romance, factors leading to its formation, various motives of an employee behind entering the workplace romance, its existence in hot or cold climate organizations, its existence in the absence or presence of organization policy related to romantic affairs.

Emotional Intelligence

The emotional intelligence construct has been designed to measure the managers' perception towards any change in the level of emotional intelligence of an employee after entering into workplace romance. This construct measures the perception on various parameters such as wellbeing, self-control, emotionality, and sociability.

Employee Performance

Employee Performance construct has been designed to measure the managers' perception towards any change in employee's performance after getting into a romantic relationship at the workplace. The various dimensions have been marked to map the perception such as task performance, contextual performance, and adaptive performance.

3.3.2: Operationalization of constructs

In the measurement, two processes are used i.e., conceptualization and operationalization. Conceptualization is defined as “a process of taking an abstract construct and refining it by giving it a conceptual or theoretical definition” (Neuman, 2014, p. 205). On the other hand, operationalization is “a process of linking the conceptual definition to a set of measurement techniques or procedures” (Neuman, 2014, p. 207).

3.3.2 (a): Operationalization of Workplace Romance construct

Workplace romance (WP) construct is a newly designed or self-designed construct for measuring the managers’ perception of workplace romance. As per Clark and Watson (1995) & Nunnally (1967), various steps have been followed for scale development.

In the first step, a pool of items was generated on various aspects like formation factors of workplace romance, individual motives behind romantic ties, physical attributes of the people involved in romance, the role of organizational culture in a workplace romance, job autonomy, and existence of workplace romance policies. The content validity of the construct has been checked for ensuring that the initial items selected reflect the construct of workplace romance (Arias et al. 2014). The initial sample of the questionnaire was later shown to the professional and academic experts at Lovely Professional University, Phagwara, Punjab, for getting views on the way statements were framed, appropriateness of statements, language used, grammatical mistakes, a statistical aspect so that respondents do not face any difficulty in understanding the statements. In the next step, the draft was shared with the experts from the hotel industry for making them familiar with what type of information is required for conducting the research.

A copy of the questionnaire was then shared with a foreign expert, having a lot of exposure in the field of Workplace Romance. After scanning the draft of statements, relevant statements were kept for conducting the analysis. Further, 2 items were deleted during the phase of pilot testing from this construct. The parameters like appropriateness of items, clear wordings, and biasness of items have been critically

examined. The last step was the “*psychometric analysis*” where the reliability and construct validity has been analysed.

3.3.2 (b): Operationalization of Emotional Intelligence construct

The operationalization of the emotional intelligence scale has been done by refining the Trait Emotional Intelligence Questionnaire – Short Form (TEIQue-SF) (Petrides et al., 2010). This scale is used in the form of the “Trait Emotional Intelligence Questionnaire” which consists of 14 items covering a range of skills and personality dispositions like confidence, motivation, adaptability, coping with stress, and optimism. The first 3 items are related to employee well-being which includes good mental and physical condition along with the thought of leading a meaningful life. The next 4 items are related to self-control, which includes factors like self-regulation, self-discipline, and conscience. Further 3 items are related to emotionality, which means how an individual reacts towards a particular stimulus. The next 4 items of the construct represent the sociability aspect, which means how much an individual is capable of making social contracts. This scale measures the managers’ perception of any change in an employee’s emotional intelligence level after getting into a romantic relationship.

3.3.2 (c): Operationalization of Employee Performance construct

This construct consists of 15 items, scale has been adapted by modifying the previous scales used by Koopmans et al., (2014) for measuring employee performance. The first 5 items are related to the task performance of an employee. Task performance mainly includes the factors like quantity and quality of work, other task-related activities like responsiveness and meeting deadlines. The further set of 3 items is related to contextual performance. Contextual performance is not just limited to task completion. It is concerned with the activities like prioritizing the work, problem-solving capability, taking appropriate action when required, interpersonal skills, etc. The last 7 statements are related to adaptive performance. Adaptive performance is related to the ability of an employee to adapt to the changes adopted by the organization about updated roles and responsibilities or any system related to work. It captures the aspects like creativity, generating new ideas, helping co-workers and managing information.

3.4: Content Validity

Content validity refers to the extent to which the items on a particular measure assess the same content. As per Bush, content validity refers to the degree that the instrument covers all the contents that are supposed to be measured by it. It depends upon the adequacy of the sampling of the content required to be measured (Polit & Hungler, 1991). Therefore, content validity represents the content of a scale (Kerlinger, 1986). Adequate assessment of content validity provides proof that the content of items, conceptual framework and measurement approach followed by a researcher is consistent with the perspective and experience of the target group. In addition, it also provides evidence that the instructions, format, and response options are relevant and respondents can understand and accept the said measure (Brod et al., 2009)

Content validity of various scales under investigation is measured with the help of opinions taken from academic experts and managerial practitioners. Academic experts consist of experts from the management department who are having their expertise in the field of behavioural and statistical field. Managerial practitioners consist of top departmental and human resource managers from the hotel industry.

All these professionals were personally contacted and a copy of the scale was shared in our to get their feedback about the *relevance, representativeness, and comprehensiveness* of the items selected for inclusion in the construct. The suggestions from experts were recorded and analyzed to take a more refined decision to increase the efficiency and effectiveness of every item in the construct.

For the development of a new construct, the strategy is to explore and get backgrounds information from the review researchers and to get new information from the research participants. In the case of standardized scale, the main purpose is to check the relevance and significance of the scale as per the participants and also identify any new areas (if any) of interest that are not included in the existing measure (Brod et al., 2009).

3.5: Scaling and Pilot testing

Scale is a tool to measure how a person or an individual feels or thinks about something. They also help a researcher in the process of conceptualization and operationalization. It tends to measure the level, direction, or intensity of a variable. As per Stevens (1946), “Scaling is the assignment of numerals to objects or events according to rules”. In the context of the present study, a 5-point Likert scale has been used for measuring the data. This scale was originally designed by Rensis Likert and is a very popular rating scale for measuring the data in social science research. Likert items are the simple statements against which respondents can mark their extent of agreement or disagreement on 5- point scale ranging from “strongly disagree to “strongly agree”, where 1 indicates “Strongly disagree”, 2 indicates “disagree”, 3 represents “neutral”, 4 indicates “agree” and 5 indicates “strongly agree”.

A pilot study has been conducted in Punjab & NCR and 45 administered questionnaires are used. The respondents have been selected from the hotel industry similar to the industry taken for conducting the full survey. A copy of the questionnaire was sent to the target respondents by visiting personally or through an email.

3.6: Sample profile

The sample finally taken for the analysis consists of 59 (13.9%) respondents from 4-star category and 364 (86.1%) respondents from the 5-star category (Table 3.1). A sample of 423 respondents is finally taken for conducting the analysis.

Table 3.1: Sample profile star category wise

Category of Hotels	Frequency	Per cent (%)
4- star	59	13.9
5- star	364	86.1
Total	423	100

Table 3.2 depicts the percentage of sample received from various states i.e., Chandigarh (4.49%), Delhi (35.22%), Himachal Pradesh (1.89%), Jammu & Kashmir (1.42%), NCR (31.21%), Punjab (8.27%), Rajasthan (3.07%), Uttar Pradesh & Uttrakahand (14.42%) respectively.

Table 3.2: Sample profile state wise

State	4-stars		5-stars		Grand Total	
	N	%	N	%	N	%
Chandigarh	3	5.08	16	4.40	19	4.49
Delhi	19	32.20	130	35.71	149	35.22
Himachal Pradesh		0.00	8	2.20	8	1.89
Jammu & Kashmir	6	10.17		0.00	6	1.42
NCR	21	35.59	111	30.49	132	31.21
Punjab	10	16.95	25	6.87	35	8.27
Rajasthan		0.00	13	3.57	13	3.07
Uttar Pradesh and Uttarakhand		0.00	61	16.76	61	14.42
Grand Total	59	100.00	364	100.00	423	100.00
	(13.95)		(86.05)		(100.00)	

3.7: Data analysis

To understand the basic characteristic of the data, descriptive statistics has been evaluated with the help of a popular statistical package namely, Statistical Package for Social Sciences (SPSS). Multivariate normality of the data has been assessed by using Mahalanobis D2 index. The reliability and validity of the constructs have been assessed by using the Confirmatory Factor Analysis technique in AMOS software. To examine the strength of the linear relationship between workplace romance, emotional intelligence, and employee performance, correlation analysis has been used with the help of SPSS. The impact of workplace romance on emotional intelligence and employee performance and the impact of emotional intelligence on employee performance have been measured by using the Structural Equation Modeling in AMOS software. Multivariate regression has been conducted for analysing the relationship of the independent variable with various dimensions of the dependent variable. Mediating analysis technique has been followed to examine the

mediating effect of emotional intelligence between workplace romance and employee performance by using Structural Equation Modeling (SEM) in AMOS. The research process followed is diagrammatically presented in figure 3.1.

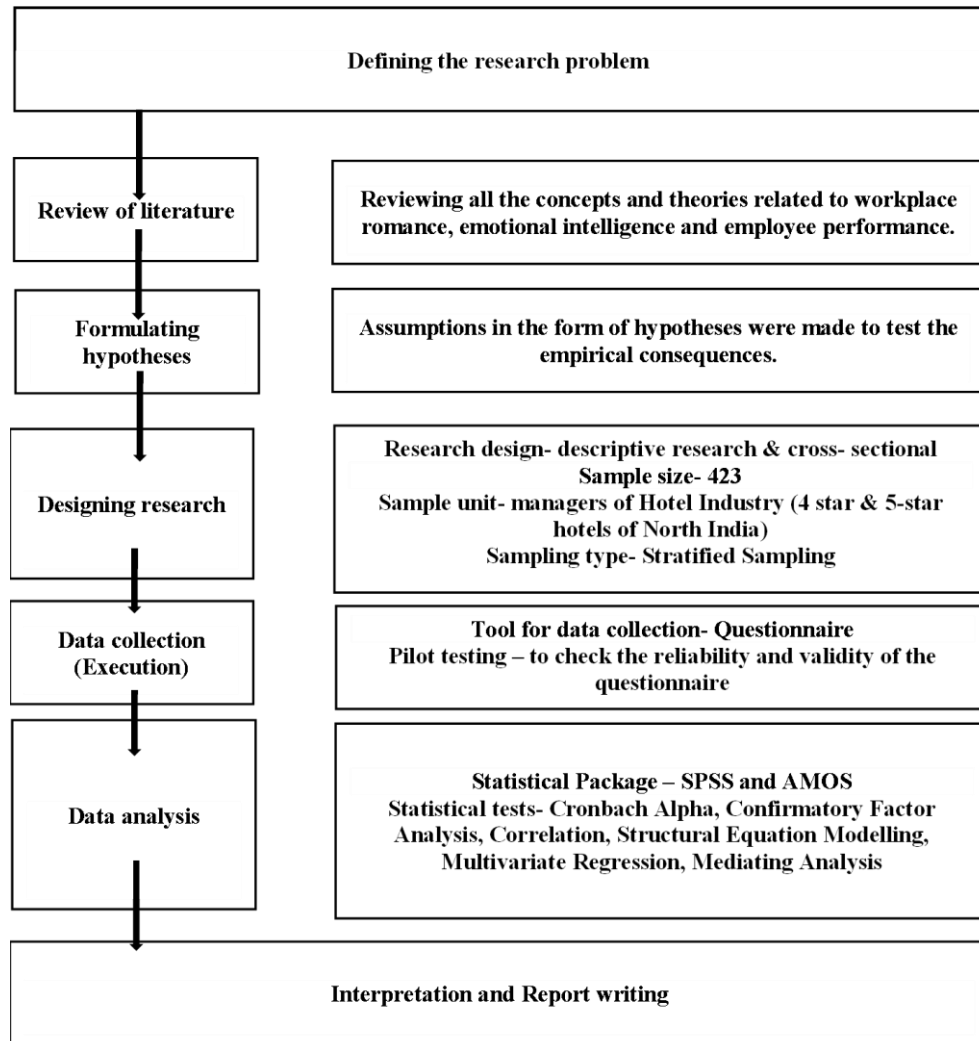


Figure 3.1: Diagrammatic representation of Research Process

3.8: Limitations of the Study

The generalisability of this study has been influenced owing to the following limitations:

1. Present study is based on the perception about personal matters of employees related to their romantic ties which is quite a sensitive matter so there is the possibility that respondents may not have responded truly against specific statements.
2. Study is based on hotels situated in North India. The understanding and perception may vary beyond this geographical region.
3. Study is based on the sample taken from the hotel industry, so results may vary for other industries or sectors.
4. Previous studies based on workplace romance mostly followed qualitative statistical tools for conducting the research, this study is based on empirical testing by applying quantitative statistical tools. So results may vary as per the application of tools.
5. One of the results obtained during the analysis which depicts that emotional intelligence does not have any mediating effect between workplace romance and employee performance has not been supported by literature as it is the newly extended area of the research topic.
6. Study is based on the managers' perception, so results may vary in case data has been collected from the employees themselves.
7. Present study is based on the perception of respondents which may change over time.

Chapter IV

MEASUREMENT AND VALIDATION

Measurement is a systematic process of assigning numbers to attributes under study and their properties to describe and understand their relationships by applying mathematics. Before perusing for statistical analysis, it is very important to assess the degree of biases in the data set. The present data set has been gone through a very exhaustive statistical procedure to minimize the extent of biases in the data for drawing significant inferences of the present study. This chapter depicts the measurement and validation process related to various items of the constructs taken under study. Descriptive statistics of the sample data have been explained in section 4.1. Section 4.2 represents the reliability analysis of various constructs and section 4.3 represents the validation analysis. Section 4.4 depicts the correlation summary of the 3 constructs. Section 4.5 and 4.6 shows the comparisons of perception as per age and gender categories.

4.1: Descriptive Statistics

Descriptive statistics refers to the sampling distribution of the sample. It is an introduction about the sample used in the study, which measures the accuracy of the data used, provides information about the centre, variability, and distribution of the data. It is a process of summarizing variables both statistically and generally. Therefore, before conducting the psychometric evaluation of the construct, an understanding of descriptive statistics has been done with the help of frequency tables, mean, median, mode, standard deviation, standard error, skewness, and kurtosis. As per descriptive drawn (Table 4.1), the value of mean or the arithmetic average for Workplace Romance (WP) is above average on a 5-point scale for all the items i.e., 3.2 to 3.5 which indicates that most of the respondents agree with the statements developed to measure their perception towards workplace romance. The value of mean for Emotional Intelligence (EI) is also above average for all the items i.e., 3.1 to 3.6. It indicates that the most of the respondents again agree with these statements developed to measure their perception towards change in emotional intelligence level of an employee after involving in workplace romance. Value of mean for Employee Performance (EP) shows that mean is above average for all the

items i.e., 3.1 to 3.8 except for one item i.e., EP3 whose mean is 2.8, therefore it can be concluded that overall, most of the respondents fall in agree category towards statements developed to measure their perception towards change in employee performance level after involving into workplace romance. The values of the median which shows the value in the middle of the distribution for WP, EI, and EP ranges between 3 and 4 for all the constructs. The value of mode which indicates the most frequent value in the distribution is 4 for WP, EI, and EP respectively. The value of standard deviation lies between the ranges of 0.9 to 1.3 which is reasonable, indicating the spread of data points or variation across the sides of the distribution. The standard error ranges between .04 to .06 and low indices of SE represent the accuracy of the population represented by sample distribution (Nunnally & Bernstein, 1994). The measure of skewness and kurtosis are considered to check the normality of data. Skewness measures the deviation from the symmetrical distribution, mostly lies between -3 to +3 which is an acceptable range as per Brown (2006). Kurtosis measures the peaked Ness of the distribution, ranges between -10 to +10, which is again an acceptable range as per Brown (2006). The low standard error is due to the large sample size i.e., 423, and as per Field (2009), the data is considered as approximately normal. Mahalanobis distance has been used to check the multivariate normality, which has not reported any problem with the data.

Table 4.1: Descriptive Statistics

Construct	Item Code	No. of Respondents	Mean	Std. Error of Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
Workplace Romance	WP1	423	3.2931	.055	4.00	4.00	1.12664	-.356	-.779
	WP2	423	3.4634	.061	4.00	5.00	1.25360	-.232	-1.157
	WP3	423	3.2293	.058	4.00	4.00	1.19909	-.309	-.978
	WP4	423	3.3783	.062	4.00	4.00	1.27450	-.337	-.952
	WP5	423	3.3783	.058	4.00	4.00	1.20178	-.275	-.950
	WP6	423	3.2624	.057	3.00	4.00	1.17222	-.185	-.981
	WP7	423	3.3026	.058	3.00	4.00	1.18568	-.252	-.833
	WP8	423	3.2080	.060	3.00	4.00	1.23888	-.153	-1.174

	WP9	423	3.4161	.054	4.00	4.00	1.11301	-.357	-.690
	WP10	423	3.5154	.059	4.00	4.00	1.21956	-.434	-.876
	WP11	423	3.2530	.060	4.00	4.00	1.24293	-.229	-1.110
	WP12	423	3.2695	.062	3.00	4.00	1.26685	-.215	-1.031
	WP13	423	3.2033	.062	3.00	4.00	1.26988	-.240	-1.058
	WP14	423	3.2293	.064	3.00	4.00	1.31051	-.138	-1.212
	WP15	423	3.2742	.058	4.00	4.00	1.20050	-.310	-.927
	WP16	423	3.3333	.059	4.00	4.00	1.22184	-.275	-.985
	WP17	423	3.5485	.059	4.00	4.00	1.20893	-.462	-.865
Emotional Intelligence	EI1	423	3.1537	.045	3.00	4.00	.93511	-.450	-.716
	EI2	423	3.4917	.062	4.00	5.00	1.27659	-.314	-1.124
	EI3	423	3.1702	.063	4.00	4.00	1.28586	-.395	-1.080
	EI4	423	3.3144	.062	4.00	4.00	1.28534	-.341	-.997
	EI5	423	3.3593	.055	4.00	4.00	1.13891	-.283	-.925
	EI6	423	3.5650	.057	4.00	4.00	1.16420	-.430	-.750
	EI7	423	3.4515	.059	4.00	4.00	1.21674	-.418	-.933
	EI8	423	3.2033	.063	3.00	4.00	1.29024	-.217	-1.151
	EI9	423	3.3310	.058	4.00	4.00	1.19405	-.216	-1.053
	EI10	423	3.4113	.060	4.00	4.00	1.22612	-.453	-.875
	EI11	423	3.5556	.057	4.00	4.00	1.16469	-.424	-.795
	EI12	423	3.4894	.059	4.00	4.00	1.22155	-.351	-.996
	EI13	423	3.5154	.057	4.00	4.00	1.17402	-.461	-.791
	EI14	423	3.6667	.060	4.00	4.00	1.22957	-.619	-.706
Employee Performance	EP1	423	3.1111	.048	3.00	4.00	.98781	-.165	-.820
	EP2	423	3.5390	.060	4.00	4.00	1.23064	-.416	-.994
	EP3	423	2.8983	.066	3.00	4.00	1.36183	-.013	-1.293
	EP4	423	3.3333	.054	4.00	4.00	1.10363	-.295	-.897
	EP5	423	3.5626	.057	4.00	4.00	1.17648	-.353	-.972
	EP6	423	3.3546	.059	4.00	4.00	1.20898	-.230	-1.027
	EP7	423	3.4113	.058	4.00	4.00	1.18284	-.417	-.767
	EP8	423	3.4279	.062	4.00	5.00	1.26711	-.276	-1.093
	EP9	423	3.3688	.058	4.00	4.00	1.20078	-.328	-.846

EP10	423	3.4444	.059	4.00	4.00	1.21449	-.392	-.878
EP11	423	3.3759	.059	4.00	4.00	1.20940	-.382	-.842
EP12	423	3.4539	.058	4.00	4.00	1.18926	-.281	-1.103
EP13	423	3.4870	.060	4.00	4.00	1.23311	-.435	-.872
EP14	423	3.6785	.056	4.00	5.00	1.14606	-.448	-.807
EP15	423	3.8723	.054	4.00	5.00	1.10910	-.458	-1.145

4.2: Reliability

Reliability is the dependability or accuracy of a particular measure used in a research study. A measure is said to be reliable if it generates similar results under consistent conditions. In other words, the reliability of a measure is seen if the measure used by the researcher gives similar results every time, he uses the same measure on the same subjects (Churchill, 1979). It also depicts the extent to which a measure is free from the *random error*, which is caused by any of the factors, which randomly affect the measurement of variables across the sample. As per, Anastasi (1976) and Adcock and Collier (2001), such errors occur due to some permanent characteristics of human behaviours which are inconsistent, for instance, the mood of an individual can change their response at a particular time. The other reasons, leading to random error may include lack of understanding a particular statement by the respondent, guessing, the respondent is not feeling well or level of fatigue, a respondent is bearing at the time of giving response (Crocker & Algina, 1986). The existence of random error fluctuates the observed scores and does not have any consistent effect across the entire sample (Bagozzi *et al.*, 1991). In this context, a high degree of internal consistency proves that the variance explained by the scale is higher than the amount of error (random error) variance. Internal consistency is the consistency of the responses given by the respondents on multiple-item measures. The most common measure of internal consistency used by the researchers is Cronbach's alpha (Churchill, 1979; Peter, 1981). The values less than 0.70 depict a lack of internal consistency, whereas a value closer to 1 indicates higher internal consistency.

Table 4.2 depicts the Cronbach's alpha values for all the constructs which are above the limit of 0.70 indicating good internal consistency of the constructs and the

extent to which the construct is free from random error. The Cronbach's alpha value for workplace romance has been determined as 0.94, emotional intelligence as 0.928, and employee performance as 0.935 respectively.

Table 4.2: Reliability Statistics

Construct	Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's alpha
Workplace Romance	WP1	.534	0.939	0.94
	WP2	.703	0.935	
	WP3	.670	0.936	
	WP4	.678	0.936	
	WP5	.654	0.937	
	WP6	.677	0.936	
	WP7	.671	0.936	
	WP8	.688	0.936	
	WP9	.708	0.936	
	WP10	.638	0.937	
	WP11	.707	0.935	
	WP12	.638	0.937	
	WP13	.637	0.937	
	WP14	.682	0.936	
	WP15	.657	0.936	
	WP16	.730	0.935	
	WP17	.712	0.935	
Emotional Intelligence	EI1	.618	0.925	0.928
	EI2	.709	0.922	
	EI3	.700	0.922	
	EI4	.645	0.924	
	EI5	.662	0.923	
	EI6	.657	0.923	
	EI7	.693	0.922	
	EI8	.628	0.924	
	EI9	.687	0.922	
	EI10	.655	0.923	
	EI11	.671	0.923	
	EI12	.641	0.924	
	EI13	.681	0.923	
	EI14	.688	0.922	

Employee Performance	EP1	.508	0.929	0.935
	EP2	.692	0.924	
	EP3	.518	0.930	
	EP4	.653	0.925	
	EP5	.709	0.924	
	EP6	.634	0.926	
	EP7	.704	0.924	
	EP8	.690	0.924	
	EP9	.599	0.927	
	EP10	.687	0.924	
	EP11	.669	0.925	
	EP12	.715	0.923	
	EP13	.679	0.924	
	EP14	.734	0.923	
	EP15	.715	0.924	

The reliability only proves the consistency of the construct, but to check the accuracy, validity is required to be assessed.

4.3: Validity

Validity is the extent to which a construct measures for what it is designed to measure (Campbell & Fiske, 1959; Schriesheim *et al.*, 1991). The high validity of a construct means that it provides the results that correspond to the real characteristics, properties, and variations in the physical or social world. An experiment conducted by Colin Foster, a mathematics education expert at the University of Nottingham, gives an example of a test measuring literacy having a very small font size. He stated that a highly literate respondent may fail the test as he/she won't be able to read the material due to the small font size of the content. It means that the test isn't valid for measuring the literacy level, but it is a good measure of the eyesight of the respondents. Validity is related to the extent of *systematic or non-random error* present in the measure. Systematic error is observed as a difference between the observed value and true value arising because of all other reasons except sampling variability. There are various reasons giving rise to such types of error such as choice of items used in the study, poorly stated items, and inadequate item representation. Researchers won't be able to detect such errors until and unless a systematic

mathematical process will be followed (Wechsler, 1999).

To assess the construct validity, two aspects are taken into consideration: convergent validity and divergent validity. Convergent validity is the extent to which a measure is capable of measuring the level of correlation of various indicators of the same construct that are under consideration. Establishing convergent validity requires the assessment of Standardized Factor Loading (SFL), Average Variance Extracted (AVE), and Composite Reliability (CR). Table 4.3 shows the threshold for SFL, AVE, and CR values, where SFL represents the variance explained by an item according to the underlying construct. AVE is the amount of variance captured by a construct about the amount of variance because of measurement error. CR represents the internal consistency of the construct (Hair *et al.*, 2008).

Table 4.3: Criteria for Convergent validity

Indicators	Threshold	Citations
Standardized Factor Loading (SFL)	Loading of .5 or more	(Bagozziet <i>al.</i> , 1991; Hair <i>et al.</i> , 2008; Byrne, 2013).
Average Variance Extracted (AVE)	0.5 or more (value near to 0.4 is also acceptable)	(Fornell & Larcker, 1981)
Composite Reliability (CR)	0.7 or more	(Hair <i>et al.</i> , 2008)

Divergent validity is the extent to which one construct is different from another or to show the constructs that should be unrelated aren't related to each other (Fornell & Larcker, 1981). There are various methods to assess the divergent or discriminant validity of constructs, such as cross-loading of indicators, Fornell & Larcker criterion, and Heterotrait- monotrait (HTMT) ration of correlation. As per the cross-loading method, the factor loading of a particular construct has to be higher than all the loadings of other constructs under consideration with cut-off the value of factor loading higher than 0.70. The second method i.e., Fornell and Larcker (1981) criterion compares the square root of the average variance extracted with the correlation of latent construct, where the square root of AVE must be higher than the correlation of

latent constructs. HTMT, the third method, is considered as a superior performer as compared to the former methods, based on the specificity and sensitivity rate. As per this method, the HTMT values close to 1 indicates a lack of discriminant validity (Henseler et al., 2015).

In the context of the present study, Confirmatory Factor Analysis has been conducted to check the accuracy or validity of various constructs. It is a multivariate statistical procedure that helps a researcher to check the existence of a relationship between observed variables and their underlying latent constructs (Hair et al., 1998). CFA uses various fit indices to check the fitness of theory and reality. In this context, Table 4.4 shows the criteria for various fit indices.

Table 4.4: Criteria for Model Fit Indices

S. No	Model fit indices	Threshold
1	Normed Chi-square (ratio of Chi-square to degrees of freedom)	Less than 3
2	Goodness-of-Fit Index (GFI)	At least .90
3	Adjusted Goodness-of-Fit Index (AGFI)	At least .90
4	Normed Fit Index (NFI)	At least .90
5	Comparative Fit Index (CFI)	At least .90
6	Root Mean Square Residual (RMR)	Less than .10
7	Root Mean Square Error of Approximation (RMSEA)	Less than .08
8	Standardized Residuals	Less than 2.5
9	Standardized factor loadings (SFL)	At least .50
10	Average Variance Extracted (AVE)	At least .50
11	Composite Reliability (CR)	At least .70

Source: Hair *et al.*, 2008

4.3.1: Validation of Workplace Romance

To check the model-fit and psychometric properties of Workplace Romance construct confirmatory factor analysis (CFA) has been conducted. CFA was conducted on 17 items of Workplace Romance construct and the outcome shows the value of various model fit indices as Chi-square index= 410.265 with degree of

freedom= 109, Normed chi- square= 3.764, GFI=0.901, AGFI= 0.860, NFI= 0.904, CFI= 0.927, RMR= 0.064, RMSEA= 0.081. Item WP1 is deleted from the list due to its low standardized factor loading i.e., 0.55. The standardized residual covariance of item WP3 and WP4 is very high with most of the other items of the construct i.e., WP3 shares high SRC with 7 items of the construct, and WP4 shares high SRC with 5 items of the construct therefore both WP3 and WP4 is deleted from the list.

The revised CFA is conducted on the remaining 14 items (Fig 4.1) and the revised result obtained a value of Chi-square index= 215.569 with df= 68, Normed chi- square= 3.1701, GFI= 0.934, AGFI= 0.898, NFI= 0.936, CFI= 0.955, RMR= 0.055, RMSEA= 0.072. The values of all the indices like Normed Chi-square, GFI, AGFI, NFI, CFI, RMR, and standardized residual are fulfilling the criteria fixed for each index as shown in Table 4.5, to see the convergent validity, the values of Standard Factor Loading, AVE and CR are calculated and is meeting the criteria. All the SFL values are above 0.5, AVE is coming out as 0.494, which is nearer to 0.5 (Fornell & Larcker, 1981) has taken into consideration and CR value is 0.932 (Table 4.6). Therefore, the convergent validity of the construct is proved.

Table 4.5: Model fit indices for Workplace Romance

Model fit indices	Estimates
Chi-square (χ^2/DF)	215.569
Degree of freedom (DF)	68
Normed Chi square (χ^2/DF)	3.1701
GFI	0.934
AGFI	0.898
NFI	0.936
CFI	0.955
RMR	0.055
RMSEA	0.072

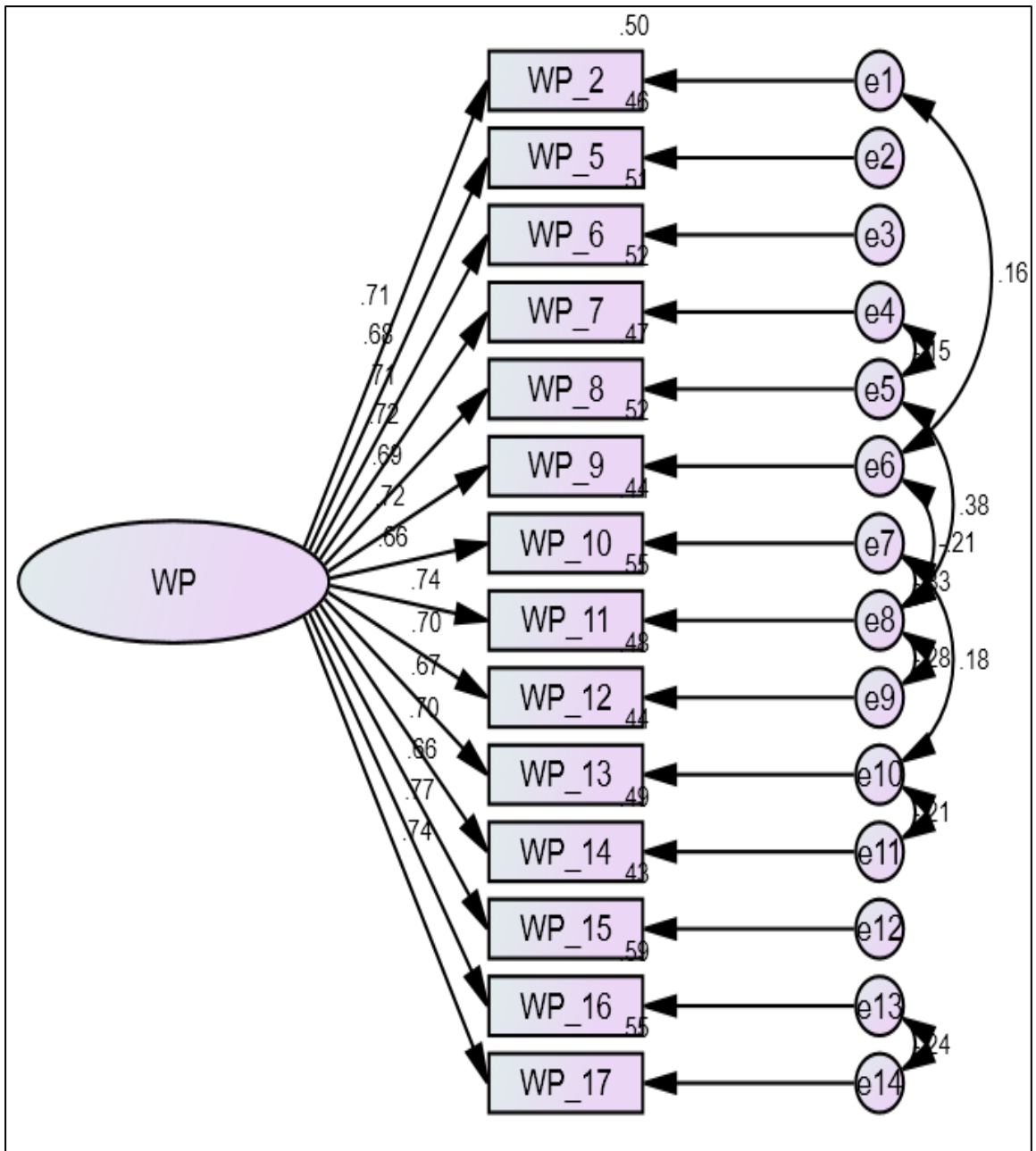


Figure 4.1: CFA model for Workplace Romance

Table 4.6: Factor loadings, average variance extracted, and composite reliability of Workplace Romance (CFA model)

Items	Standardized factor loadings	AVE	CR
WP_2	0.705	0.494	0.932
WP_5	0.682		
WP_6	0.695		
WP_7	0.724		
WP_8	0.687		
WP_9	0.718		
WP_10	0.661		
WP_11	0.734		
WP_12	0.696		
WP_13	0.67		
WP_14	0.699		
WP_15	0.649		
WP_16	0.77		
WP_17	0.744		
Σ	9.834		

Table 4.7: Standardized Residual Covariance (SRC)for Workplace Romance (CFA model)

Items	WP_17	WP_16	WP_15	WP_14	WP_13	WP_12	WP_11	WP_10	WP_9	WP_8	WP_7	WP_6	WP_5	WP_2
WP_17	0.00													
WP_16	0.00	0.00												
WP_15	-0.01	-0.62	0.00											
WP_14	-0.06	-0.08	-0.70	0.00										
WP_13	0.14	-0.21	0.72	-0.20	0.00									
WP_12	0.00	1.05	-0.09	-0.13	-1.34	0.00								
WP_11	-0.77	0.07	0.14	0.98	0.97	0.09	0.00							
WP_10	0.65	-0.42	-0.28	-1.30	-0.19	-0.75	0.33	0.00						
WP_9	0.70	-1.01	1.38	0.43	-0.16	0.22	-0.54	-0.04	0.00					
WP_8	-1.31	0.42	0.30	0.29	0.01	-0.60	0.51	-0.13	-0.92	0.00				
WP_7	0.18	0.19	-0.60	-1.24	1.36	0.87	-0.76	0.98	0.26	-0.04	0.00			
WP_6	0.24	0.08	-0.01	0.96	-1.55	0.83	0.12	-0.61	0.03	0.86	-0.99	0.00		
WP_5	-0.27	0.59	0.14	0.12	0.00	-1.54	0.08	1.60	-0.34	1.13	-0.26	-0.46	0.00	
WP_2	0.28	-0.18	0.20	1.15	-0.46	0.06	-0.98	0.25	0.58	0.70	-0.69	0.20	-0.18	0.00

4.3.2: Validation of Emotional Intelligence

To see the link between Emotional Intelligence and its indicators CFA model has been tested. It has a total of 14 indicators (Fig 4.2). The result shows the value (Table 4.8) of Chi square= 258.944 with df= 69, Normed Chi-square= 3.753, GFI= 0.923, AGFI= 0.883, NFI= 0.920, CFI= 0.940, RMR= 0.055, RMSEA= 0.08, which are fulfilling the given threshold. The other values depicting the convergent validity like SFL= above .5, AVE= 0.485 which is nearer to 0.5 (Fornell & Larcker, 1981) has taken into consideration and CR= 0.930 (Table 4.9) are also meeting the criteria, further proving the convergent validity of the construct. All the values are fulfilling the critical limits, so none of the item is dropped from the construct.

Table 4.8: Model fit indices for Emotional Intelligence

Model fit indices	Estimates
Chi-square	258.944
Degree of freedom (DF)	69
Normed Chi square (χ^2/DF)	3.753
GFI	0.923
AGFI	0.883
NFI	0.920
CFI	0.940
RMR	0.055
RMSEA	0.081

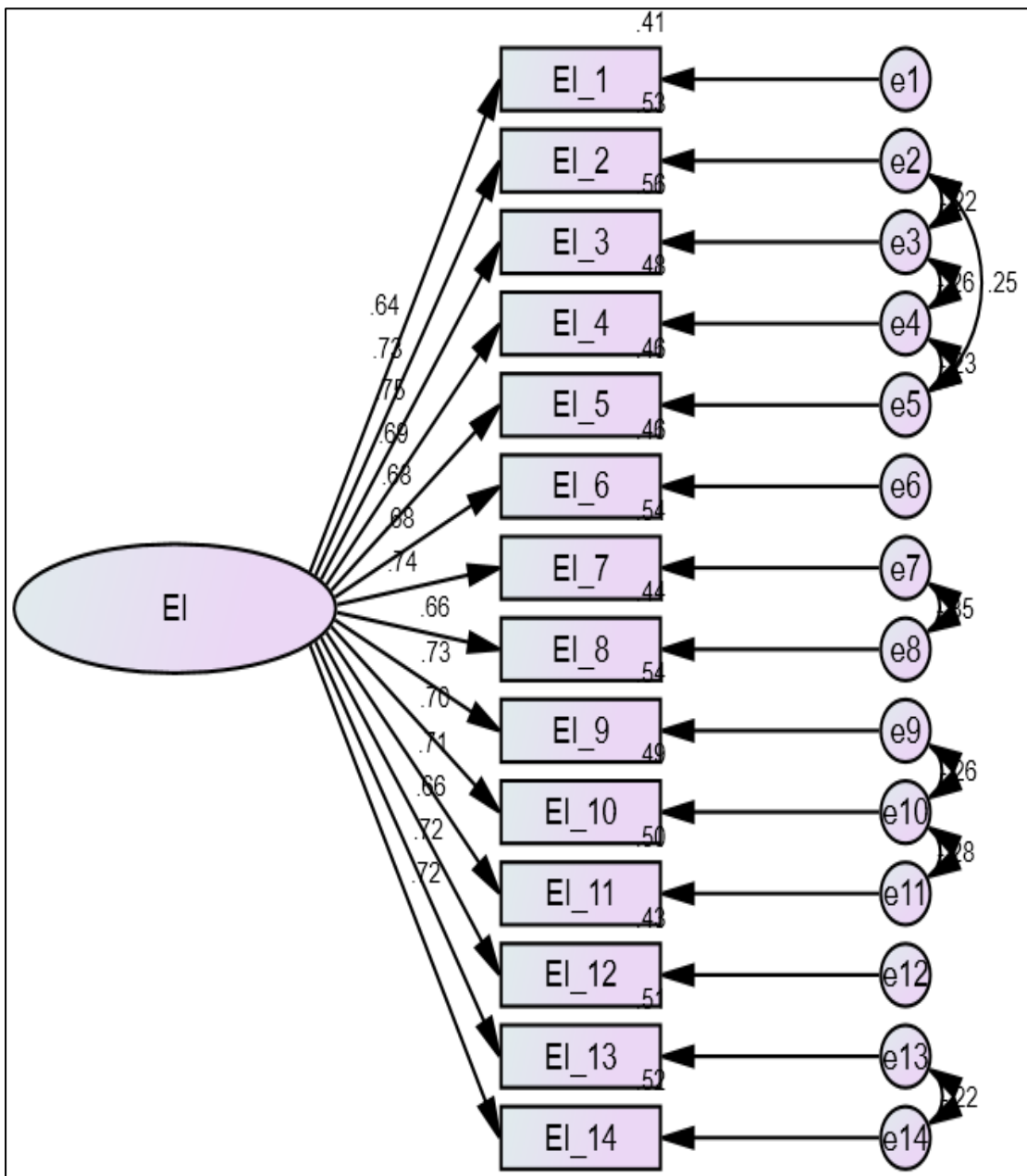


Figure 4.2: CFA model for Emotional Intelligence

Table 4.9: Factor loadings, average variance extracted, and composite reliability of Emotional Intelligence (CFA model)

Items	Standardized factor loadings	AVE	CR
EI_1	0.642	0.485	0.930
EI_2	0.723		
EI_3	0.728		
EI_4	0.691		
EI_5	0.657		
EI_6	0.684		
EI_7	0.744		
EI_8	0.667		
EI_9	0.722		
EI_10	0.704		
EI_11	0.715		
EI_12	0.666		
EI_13	0.688		
EI_14	0.715		
Σ	9.746		

Table 4.10: Standardized Residual Covariance (SRC) for Emotional Intelligence (CFA model)

Items	EI_14	EI_13	EI_12	EI_11	EI_10	EI_9	EI_8	EI_7	EI_6	EI_5	EI_4	EI_3	EI_2	EI_1
EI_14	0.00													
EI_13	0.12	0.00												
EI_12	-1.16	-0.83	0.00											
EI_11	0.21	0.48	-1.05	0.00										
EI_10	0.06	0.21	1.04	0.03	0.00									
EI_9	0.30	0.65	-1.23	-0.18	-0.20	0.00								
EI_8	-0.67	-0.19	-0.16	1.05	-1.70	-0.33	0.00							
EI_7	0.14	-0.67	0.86	-0.74	0.76	0.63	0.00	0.00						
EI_6	-0.26	0.12	0.05	0.76	0.72	0.63	0.86	-1.54	0.00					
EI_5	0.69	-0.37	0.17	-0.29	0.24	-0.52	0.91	-0.28	-0.45	0.00				
EI_4	0.34	-0.21	0.85	0.24	0.36	-0.09	-0.39	-0.56	-0.57	-0.07	0.00			
EI_3	0.17	0.25	-0.21	-0.17	-1.48	0.57	1.37	0.05	0.29	-0.06	-0.02	0.00		
EI_2	0.31	-0.88	1.32	-1.03	0.99	-0.40	0.06	0.77	-0.82	-0.13	-0.01	-0.15	0.00	
EI_1	-0.46	1.34	-0.28	0.81	-0.26	-0.53	0.32	0.20	-0.31	0.17	0.47	-0.50	-1.20	0.00

4.3.3: Validation of Employee Performance

To check the model-fit and psychometric properties of Employee Performance confirmatory factor analysis (CFA) has been conducted. CFA is conducted on 15 items of the construct and the outcome shows the value of various model fit indices as Chi-square index= 130.379 with df= 51, Normed chi- square= 2.556, GFI= 0.955, AGFI= 0.930, NFI= 0.951, CFI= 0.969, RMR= 0.044, RMSEA= 0.061. Item EP1 is deleted because of its low standardized factor loading of 0.501. The other 2 items of the construct i.e., EP2 and EP9 share a very low correlation of 0.25, therefore both the items are also deleted from the construct.

The revised CFA is performed by taking a total of 12 indicators or items (Fig 4.3). The following results (Table 4.11) are extracted to check the model fit: Normed Chi-square= 2.556, GFI= 0.955, AGFI= 0.930, NFI= 0.951, CFI= 0.969, RMR= 0.044, RMSEA= 0.061, which are fulfilling the given threshold. To check the convergent validity of the construct, the values of SFL, AVE and CR are taken into consideration and extracted values are seen against the given threshold. The value of SFL= above 0.5, AVE= 0.498 which is nearer to 0.5 (Fornell & Larcker, 1981), is taken into consideration and CR= 0.922 (Table 4.12) has shown a good convergent validity of the construct.

Table 4.11: Model fit indices for Employee Performance

Model fit indices	Estimates
Chi-square (χ^2)	130.379
Degree of freedom (DF)	51
Normed Chi square (χ^2/DF)	2.556
GFI	0.955
AGFI	0.930
NFI	0.951
CFI	0.969
RMR	0.044
RMSEA	0.061

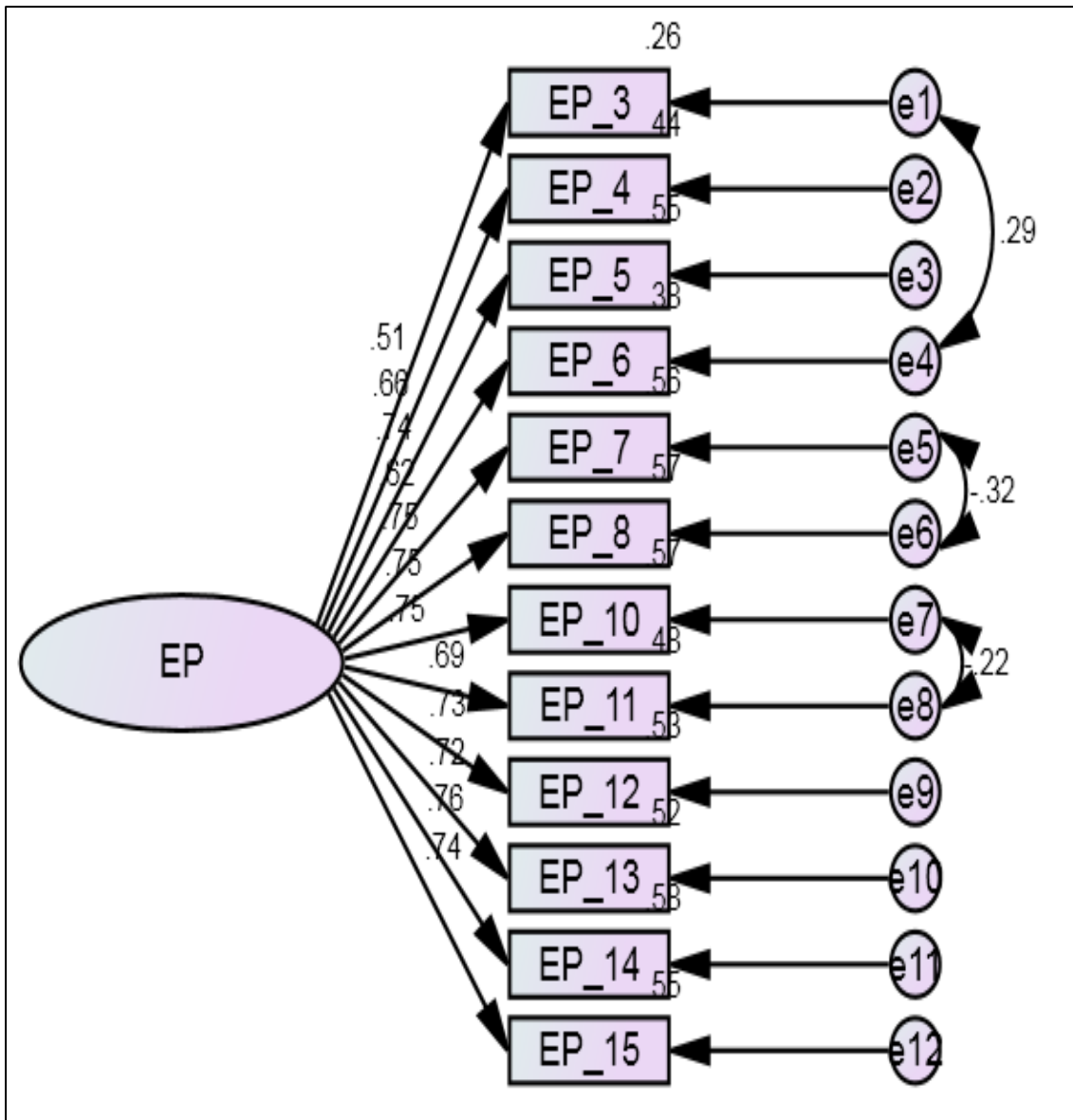


Figure 4.3: CFA model for Employee Performance

Table 4.12: Factor loadings, average variance extracted, and composite reliability of Employee Performance (CFA model)

Items	Standardized factor loadings	AVE	CR
EP_3	0.506	0.498	0.922
EP_4	0.662		
EP_5	0.742		
EP_6	0.616		
EP_7	0.749		
EP_8	0.754		
EP_10	0.753		
EP_11	0.693		
EP_12	0.729		
EP_13	0.718		
EP_14	0.759		
EP_15	0.741		
Σ	8.422		

Table 4.13: Standardized Residual Covariance (SRC) for Employee Performance (CFA model)

Items	EP_15	EP_14	EP_13	EP_12	EP_11	EP_10	EP_8	EP_7	EP_6	EP_5	EP_4	EP_3
EP_15	0.00											
EP_14	0.59	0.00										
EP_13	0.56	-0.91	0.00									
EP_12	0.31	0.29	-0.72	0.00								
EP_11	-1.31	0.69	0.15	-1.24	0.00							
EP_10	0.43	-1.17	0.36	-0.27	0.00	0.00						
EP_8	0.05	0.43	0.77	0.02	0.23	-0.19	0.00					
EP_7	-0.68	-0.38	-0.11	0.12	0.04	0.44	0.00	0.00				
EP_6	0.89	0.38	-0.58	1.75	0.77	0.54	-0.87	-0.74	0.00			
EP_5	-0.18	0.57	-0.39	0.05	0.42	-0.32	-0.04	0.74	-1.11	0.00		
EP_4	-0.12	-0.10	0.59	0.60	0.19	0.57	-0.92	0.24	-0.55	-0.65	0.00	
EP_3	0.61	-0.06	-1.03	0.46	0.90	0.28	-0.35	-0.31	0.00	-0.84	0.67	0.00

4.3.4.: Discriminant validity

To check the discriminant validity of the constructs, Heterotrait- monotrait (HTMT) ratio of correlation method is applied due to its superiority and sensitivity over the other two methods: cross-loading and Fornell & Larcker criteria (Henseler et al., 2015). The HTMT value is calculated as -0.802 between workplace romance and emotional intelligence, 0.897 between workplace romance and employee performance, and -0.732 between emotional intelligence and employee performance respectively (Table 4.14), which is less than 1 as stated by Henseler et al., (2015). Therefore, the discriminant validity of the construct is developed.

Table 4.14: HTMT ration of correlation.

Constructs	WP	EI
EI	-0.802	-
EP	0.897	-0.732

4.4: Correlation

Correlation measures the strength of the linear relationship between the two variables. It ranges between 1.0 to -1.0, where 1.0 is marked as a perfect positive correlation and -1.0 as a negative correlation. Any value nearer to 1.0 and -1.0 depicts a strong correlation between the two variables. Therefore, a correlation analysis is conducted to examine the strength of the linear relationship between the variables.

4.4.1: Correlation between Workplace Romance and Emotional Intelligence

H₀: There is no significant correlation between Workplace Romance (WP) and Emotional Intelligence (EI) of an employee involved in a romantic relationship at the workplace.

H₁: There is a significant correlation between Workplace Romance (WP) and Emotional Intelligence (EI) of an employee involved in a romantic relationship at the workplace.

Table 4.15: Correlation between WP and EI

		WP	EI
WP	Pearson Correlation	1	-0.749**
	Sig. (2-tailed)		.000
	N	423	423
EI	Pearson Correlation	-0.749**	1
	Sig. (2-tailed)	0.000	
	N	423	423

Table 4.15 depicts the correlation between Workplace Romance and Emotional Intelligence. The value of the correlation coefficient is -0.749, which depicts a negative correlation and is significant at the 0.01 level. Therefore, the null hypothesis is rejected and the H1 is accepted, which shows that there is a significant correlation between Workplace Romance and the Emotional Intelligence of an employee involved in a romantic relationship at the workplace.

4.4.2: Correlation between Workplace Romance and Employee Performance

H₀: There is no significant correlation between Workplace Romance (WP) and Employee Performance (EP) of the person involved in a romantic relationship at the workplace.

H₁: There is a significant correlation between Workplace Romance (WP) and Employee Performance (EP) of a person involved in a romantic relationship at the workplace.

Table 4.16: Correlations between WP and EP

		WP	EP
WP	Pearson Correlation	1	0.830**
	Sig. (2-tailed)		0.000
	N	423	423
EP	Pearson Correlation	0.830**	1
	Sig. (2-tailed)	0.000	
	N	423	423

Figure 4.16 depicts the correlation between Workplace Romance and Employee Performance. The value of the correlation coefficient is 0.830, which depicts a positive correlation and is significant at the 0.01 level. Therefore, the null hypothesis is rejected and the H1 is accepted, which shows that there is a significant correlation between Workplace Romance and Employee performance of a person involved in a romantic relationship.

4.4.3: Correlation between Emotional Intelligence and Employee Performance

H₀: There is no significant correlation between the Emotional Intelligence (EI) and the Employee Performance (EP) of a person involved in a romantic relationship.

H₁: There is a significant correlation between Emotional Intelligence (EI) and the Employee Performance (EP) of a person involved in a romantic relationship.

Table 4.17: Correlation between EI and EP

		EI	EP
EI	Pearson Correlation	1	-0.670**
	Sig. (2-tailed)		0.000
	N	423	423
EP	Pearson Correlation	-0.670**	1
	Sig. (2-tailed)	0.000	
	N	423	423

Table 4.17 depicts the correlation between Emotional Intelligence and Employee Performance. The value of the correlation coefficient is -0.670, which depicts a negative correlation and is significant at the 0.01 level. Therefore, the null hypothesis is rejected and the H1 is accepted, which shows that there is a significant correlation between Emotional Intelligence and the Employee performance of a person involved in a romantic relationship.

It has been concluded that there is a significant correlation between Workplace

Romance, Emotional Intelligence and Employee Performance. Firstly, there is a negative correlation between workplace romance and emotional intelligence, in psychological terms, it means that managers perceive a decline in the emotional intelligence level of an employee as his or her involvement in workplace romance increases. Secondly, there is a positive correlation between workplace romance and employee performance, in psychological terms, it means that managers perceive an increase in the performance level of an employee as his or her involvement in workplace romance increases. Thirdly, there is a negative correlation between emotional intelligence and employee performance, in psychological terms, it means that managers perceive a decline in the performance level of an employee involved in workplace romance as his or her emotional intelligence level increases.

4.5: Comparison of managers’ perception towards Workplace Romance, Emotional Intelligence, and Performance of an employee involved in a romance concerning various categories of age

Managers’ perception is compared concerning various categories of age. One-way ANOVA (F-test) has been applied for making the comparison. Before conducting the test, the assumption of homogeneity of variances has been tested. The following table 4.18 depicts the results of homogeneity of variance:

Table 4.18: Test of Homogeneity of Variances for sample group based on Age category

Variable	Levene Statistic	df1	df2	Sig.
WP	0.667	3	419	0.573
EI	0.849	3	419	0.468
EP	0.188	3	419	0.904

It has been depicted in table 4.18 that Levene’s test is not significant across the sample groups i.e., the p-value is greater than 0.05. Therefore, the assumption of homogeneity of variances has been met and it can be concluded that the variance of all the sample groups is identical.

Table 4.19: ANOVA: Comparison among managers concerning age category

		Sum of Squares	Df	Mean Square	F	Sig.
WP	Between Groups	187.421	3	62.474	0.403	0.751
	Within Groups	64969.875	419	155.059		
	Total	65157.296	422			
EI	Between Groups	275.835	3	91.945	0.625	0.599
	Within Groups	61650.439	419	147.137		
	Total	61926.274	422			
EP	Between Groups	33.366	3	11.122	0.100	0.960
	Within Groups	46521.504	419	111.030		
	Total	46554.870	422			

As per table 4.19 shows that overall perception is not varying among the various age categories of managers. As the p-value is greater than 0.05 for the age categories with respect to workplace romance where $F(3, 419) = 0.403$ and p-value= 0.751, emotional intelligence with $F(3, 419) = 0.625$ and p-value= 0.599 and employee performance with $F(3, 419) = 0.100$ and p-value= 0.960 respectively.

Table 4.20: Results of Post Hoc Tests

(I) age	(J) age	Mean Difference (I-J)	Sig.
18-24	25-34	-1.37973	0.918
	35-44	-.27409	0.999
	45-54	.91987	0.995
25-34	18-24	1.37973	0.918
	35-44	1.10564	0.858
	45-54	2.29960	0.891
35-44	18-24	.27409	0.999
	25-34	-1.10564	0.858
	45-54	1.19397	0.984

45-54	18-24	-0.91987	0.995
	25-34	-2.29960	0.891
	35-44	-1.19397	0.984
18-24	25-34	.92277	0.971
	35-44	-.70668	0.989
	45-54	-1.58814	0.971
25-34	18-24	-.92277	0.971
	35-44	-1.62945	0.629
	45-54	-2.51091	0.853
35-44	18-24	.70668	0.989
	25-34	1.62945	0.629
	45-54	-.88147	0.993
45-54	18-24	1.58814	0.971
	25-34	2.51091	0.853
	35-44	.88147	0.993
18-24	25-34	.00702	1.000
	35-44	-.37202	0.998
	45-54	-1.28365	0.977
25-34	18-24	-.00702	1.000
	35-44	-.37904	0.989
	45-54	-1.29067	0.965
35-44	18-24	.37202	0.998
	25-34	.37904	0.989
	45-54	-.91164	0.988
45-54	18-24	1.28365	0.977
	25-34	1.29067	0.965
	35-44	.91164	0.988

Table 4.20 depicts the multiple comparisons that have been conducted by applying Tukey's post hoc test. It has been observed that the difference between the mean scores of age category 18-24 years, 25-34 years, 35- 44 years, and 45- 54 years aren't significant as the p-value for all the pairs is more than 0.05. Therefore, it has been concluded that there is no significant difference among the managers' perception about workplace romance and its impact on the emotional intelligence and performance of an employee involved in romantic ties at the workplace across various categories of age.

4.6: Comparison of managers' perception towards Workplace Romance, Emotional Intelligence and Performance of an Employee involved in romance among managers concerning gender

Table 4.21 depicts the summary of mean and standard deviation in respect of gender. Table 4.22 shows that Levene's test, which depicts that variance between two groups is equal and is non-significant as $F= 0.723$ at p-value 0.369 for workplace romance, $F= 0.119$ at p-value 0.730 for emotional intelligence, and $F= 0.977$ at p-value 0.324 for employee performance respectively. Hence p-value is more than 0.05, therefore it is concluded that there is no significant difference between the variance of the two groups. In this case, the test statistics labelled as "Equal variance assumed" have been considered. Further $t (df= 421) = 0.191$, p-value= 0.849 (>0.05 isn't significant) for workplace romance, $t (df= 421) = 0.056$, p- value= 0.955 (>0.05 isn't significant) for emotional intelligence and $t (df= 421) = 0.332$, p- value= 0.740 (>0.05 isn't significant) for employee performance respectively. This result shows that both females and males do not have different perceptions towards workplace romance and its impact on the emotional intelligence and performance of an employee involved in romantic ties at the workplace in the hotel industry.

Table 4.21: Mean and Standard deviation for the perception of managers concerning gender

	Gender	N	Mean	Std. Deviation
WP	Female	62	46.9355	13.18577
	Male	361	46.6094	12.30920
EI	Female	62	47.7581	11.80398
	Male	361	47.6648	12.18223
EP	Female	62	41.7097	11.06225
	Male	361	41.2299	10.41872

Table 4.22: Independent Sample t-test on the perception of managers concerning gender

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
WP	Equal variances assumed	0.723	0.396	0.191	421	0.849
EI	Equal variances assumed	0.119	0.730	0.056	421	0.955
EP	Equal variances assumed	0.977	0.324	0.332	421	0.740

Thus, all the three measures assessed above are found to be reliable as Cronbach's alpha value for WP, EI and EP were 0.94, 0.928, and 0.935 respectively and were also valid for conducting further analysis by testing the various hypothesis of the study.

Chapter V

RELATIONSHIP BETWEEN WORKPLACE ROMANCE, EMOTIONAL INTELLIGENCE, AND EMPLOYEE PERFORMANCE

This chapter aims to examine the relationship between Workplace Romance, Emotional Intelligence and Employee Performance of the romantically involved employees at the workplace. Section 5.1 depicts the step-by-step process followed to measure the impact between Workplace Romance (WP) and Emotional Intelligence (EI). Section 5.2 shows the relationship between Workplace Romance (WP) and Employee Performance (EP). Section 5.3 represents the relationship between Emotional Intelligence (EI) and Employee Performance (EP). Section 5.4 to 5.7 depicts the relationship of Workplace Romance with various dimensions of Emotional Intelligence and Employee Performance along with the relationship between Emotional Intelligence and various dimensions of Employee Performance. Section 5.8 shows the mediating analysis.

5.1: Relationship between Workplace Romance and Emotional Intelligence

5.1.1: Measurement model: Firstly, the measurement model was assessed for measuring the construct of Workplace Romance on Emotional Intelligence (Figure 5.1). This model defines the relationship between observed units (measures, items, indicators, and manifest variables) and unobservable concepts (latent variables, factors) in quantitative terms. The results extracted, show the value of Normed Chi-square as 3.341(1129.105/338), GFI as 0.841, AGFI as 0.809, NFI as 0.850, CFI as 0.890, RMR as 0.069, RMSEA as 0.074 (Table 5.1). All the computed values fulfil the criteria of critical limit, for GFI, AGFI, NFI, and CFI values are very close to the critical limit of 0.90, (Joreskog & Sorbom, 1993; Hair *et al.*, 2008; Hooper *et al.*, 2008) but exceed the progressive cut off of 0.80 (Brett & Drasgow, 2002; Kanste *et al.*, 2007; Horzum & Cakir, 2009; Herzog, 2011). The value of Normed Chi-Square is more than 3, but as per Schumacker and Lomax (2004) the threshold is 5, therefore the calculated value is acceptable.

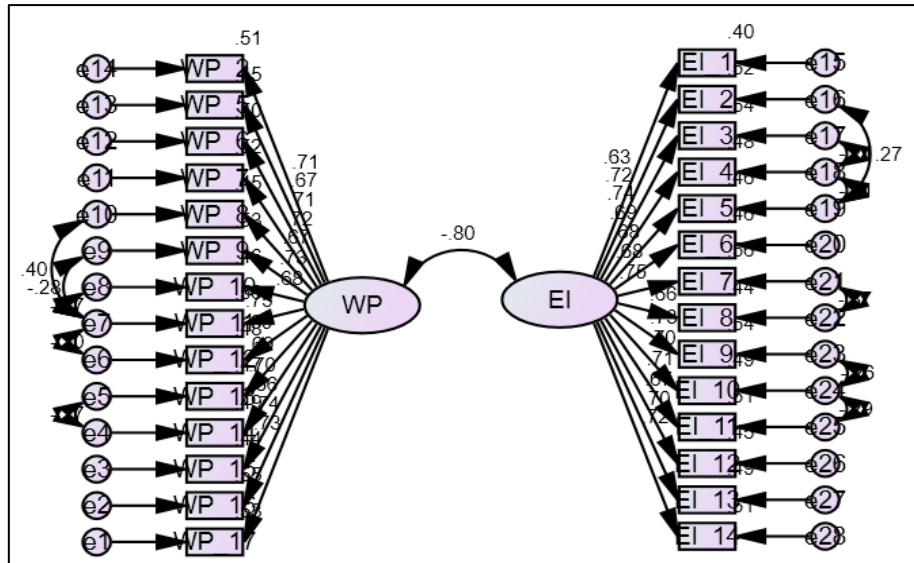


Figure 5.1: Measurement Model for Workplace Romance and Emotional Intelligence

Table 5.1: Goodness of fit of Measurement Model for Workplace Romance and Emotional Intelligence

Model fit indices	Estimates
Chi-square (χ^2)	1129.105***
DF	338
Normed Chi square (χ^2/DF)	3.341
GFI	0.841
AGFI	0.809
NFI	0.850
CFI	0.890
RMR	0.069
RMSEA	0.074

As per Table 5.2, the standardized residual also falls below the critical limit of 2.5. The value of the average variance extracted (AVE) was nearer to the threshold of 0.5, i.e., 0.496 for workplace romance and 0.488 for emotional intelligence, which was acceptable and proves the convergent validity of both the constructs (Table 5.3). The composite reliability in both cases was more than 0.9, which proves the internal consistency of the scales.

Table 5.2: Standardized Residuals measurement model for Workplace Romance and Emotional Intelligence

	EL_14	EL_13	EL_12	EL_11	EL_10	EL_9	EL_8	EL_7	EL_6	EL_5	EL_4	EL_3	EL_2	EL_1	WP_2	WP_5	WP_6	WP_7	WP_8	WP_9	WP_10	WP_11	WP_12	WP_13	WP_14	WP_15	WP_16	WP_17
EL_14	0.0																											
EL_13	-1.7	0.0																										
EL_12	-1.2	-1.0	0.0																									
EL_11	0.2	0.4	-1.1	0.0																								
EL_10	0.1	0.1	1.0	0.1	0.0																							
EL_9	0.1	0.3	-1.4	-0.3	0.1	0.0																						
EL_8	-0.7	-0.3	-0.2	1.1	-1.6	-0.4	0.0																					
EL_7	0.1	-0.8	0.8	-0.7	0.8	0.5	0.0	0.0																				
EL_6	-0.2	0.0	0.1	0.9	0.9	0.6	1.0	-1.5	0.0																			
EL_5	0.5	2.1	-0.1	-0.5	0.1	-0.9	0.7	-0.5	-0.6	0.0																		
EL_4	0.3	-0.4	0.8	0.3	0.4	-0.2	-0.3	-0.6	-0.5	0.0	0.0																	
EL_3	0.0	1.7	-0.4	-0.3	-1.5	1.6	1.3	-0.1	0.2	-0.4	0.0	0.0																
EL_2	1.8	-1.0	1.3	-1.0	1.1	-0.5	0.1	0.8	-0.7	0.1	0.0	-1.6	0.0															
EL_1	-0.4	1.3	-0.2	1.0	-0.1	-0.5	0.5	0.3	-0.1	0.1	0.6	-0.5	-1.1	0.0														
WP_2	-1.0	-0.2	-0.8	1.6	-0.5	-0.4	0.3	-0.7	-0.1	-0.8	-0.4	-0.7	-1.3	0.5	0.0													
WP_5	0.0	2.1	-0.7	-0.1	0.5	0.3	0.0	0.8	1.0	2.8	-0.6	-0.1	1.9	1.8	-0.1	0.0												
WP_6	-0.6	0.2	0.2	-0.5	0.9	0.3	0.6	0.2	1.2	-2.2	0.6	1.1	-0.9	3.2	-0.1	-0.5	0.0											
WP_7	-0.4	0.5	-1.4	-1.6	-0.1	1.0	-0.4	-1.6	0.8	0.3	-0.5	0.1	0.0	0.7	-0.8	0.0	-1.1	0.0										
WP_8	-1.1	0.9	0.3	0.2	1.1	-0.8	2.1	0.6	0.6	0.1	1.5	0.4	0.9	1.7	0.8	1.5	0.9	-1.3	0.0									
WP_9	-0.2	1.9	-1.5	0.8	-0.4	1.1	-0.4	-0.7	1.2	-0.2	1.0	0.8	-1.8	1.9	1.6	-0.3	-0.3	0.1	-0.9	0.0								
WP_10	0.0	-0.5	-2.1	-1.8	0.2	0.8	-0.1	-0.1	0.9	0.8	-1.5	0.5	-0.6	-0.7	-0.1	1.6	-0.9	0.8	-0.1	-0.4	0.0							
WP_11	-0.6	0.5	0.9	0.5	1.4	-2.0	1.0	0.1	0.2	-0.4	0.8	0.0	0.4	1.9	-1.3	0.1	1.5	-0.9	0.3	-0.2	0.3	0.0						
WP_12	-1.3	-0.5	-1.4	-0.9	-0.2	1.1	1.1	-1.6	1.3	-1.3	-0.1	0.5	-1.1	-0.5	0.0	-1.3	0.7	1.0	-0.3	0.1	-0.9	0.1	0.0					
WP_13	-0.7	-0.5	-1.6	-0.7	-0.9	-0.3	-0.8	-1.4	0.0	-0.8	-1.2	-1.0	0.0	-0.7	-0.9	-0.1	-2.0	1.1	-0.1	-0.6	1.3	0.5	-1.5	0.0				
WP_14	-1.3	2.5	-1.0	1.4	0.7	-0.9	1.2	-0.5	0.0	0.2	0.8	0.7	-1.2	0.7	1.0	0.3	0.8	-1.2	0.5	0.3	-1.5	0.8	-0.1	0.0	0.0			
WP_15	-1.8	0.4	-0.5	1.4	-1.7	0.0	-1.1	-1.4	-1.9	1.1	-0.8	0.0	-0.8	0.6	1.9	0.1	-0.3	-0.7	0.3	1.0	-0.6	-0.2	-0.2	0.3	-0.9	0.0		
WP_16	-0.2	0.5	-1.7	1.0	0.5	0.3	1.1	-0.3	0.7	0.4	-0.4	0.0	0.9	1.7	0.0	1.1	0.2	0.6	1.0	-0.9	-0.3	0.2	1.4	-0.2	0.2	-0.5	0.0	
WP_17	1.3	0.8	-2.1	-0.6	1.2	0.3	-1.6	0.8	0.2	-0.4	1.3	0.4	-0.7	1.4	0.3	0.1	0.3	0.4	-0.9	0.7	0.6	-0.8	0.2	0.0	0.1	0.0	-1.4	0.0

Table 5.3: SFL, AVE and CR measurement model of Workplace Romance and Emotional Intelligence

Construct	Items	SFL	AVE	CR
Workplace romance	WP_2	0.714	0.496	0.932
	WP_5	0.669		
	WP_6	0.708		
	WP_7	0.721		
	WP_8	0.672		
	WP_9	0.729		
	WP_10	0.678		
	WP_11	0.745		
	WP_12	0.691		
	WP_13	0.689		
	WP_14	0.699		
	WP_15	0.663		
	WP_16	0.745		
	WP_17	0.730		
Emotional intelligence	EI_1	0.633	0.488	0.930
	EI_2	0.722		
	EI_3	0.736		
	EI_4	0.690		
	EI_5	0.677		
	EI_6	0.678		
	EI_7	0.746		
	EI_8	0.664		
	EI_9	0.731		
	EI_10	0.698		
	EI_11	0.711		
	EI_12	0.670		
	EI_13	0.702		
	EI_14	0.717		

5.1.2: Structural model: Structural equation modeling or causal modelling with path analysis has been used to test the causal relationship between the exogenous construct of workplace romance and the endogenous construct of emotional intelligence. SEM (structural equation modeling) is a multivariate statistical tool used for analysing the structural relationship between measured variables and latent constructs. As per the path analysis depicted in figure 5.2, workplace romance has been taken as the exogenous variable (predictor) and emotional intelligence as the endogenous variable (dependent) where both have been connected with a single-headed arrow on the path diagram. Further, in this context table 5.4, shows the model fit indices, where all the indices of the structural model are similar to the measurement and are fulfilling the minimum threshold. The critical ratio for the path has been calculated as -11.608 and R square as 0.638, which proves that the level of emotional intelligence is dependent on workplace romance. The results have revealed that there is an inverse relationship between WP and EI and this relationship is found to be statistically significant. The value of the path coefficient has indicated that when the involvement of an employee in WP goes up by one unit, the EI of that employee will decline by 0.536 units. It indicates that as per managers' perception, increased involvement of an employee in workplace romance decreases his or her emotional intelligence level. The study conducted by Belinda (2017) and Pierce (1998) supports this result.

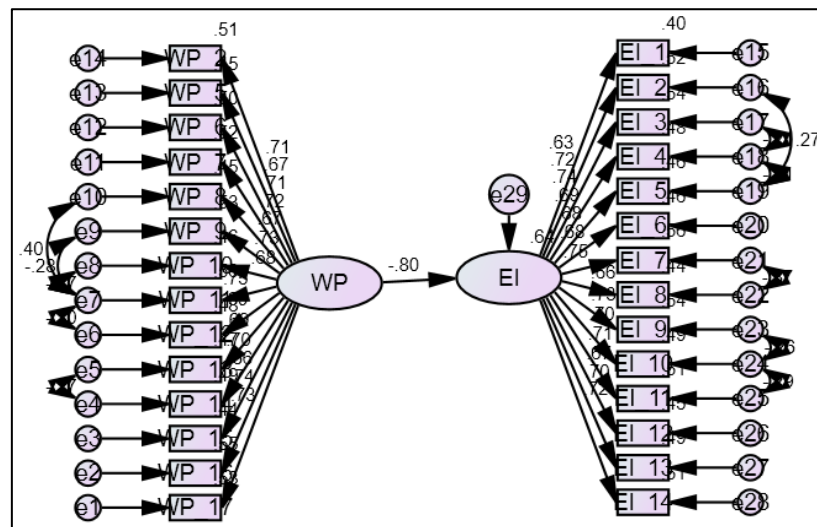


Figure 5.2: Structural Model for Workplace Romance and Emotional Intelligence

Table 5.4: Goodness of fit of Structural Model for Workplace Romance and Emotional Intelligence

Model fit indices	Measurement Model	Structural Model
Chi-square (χ^2)	1129.105***	1129.105***
DF	338	338
Normed Chi square (χ^2/DF)	3.341	3.341
GFI	0.841	0.841
AGFI	0.809	0.809
NFI	0.850	0.850
CFI	0.890	0.890
RMR	0.069	0.069
RMSEA	0.074	0.074
The critical ratio of the path for workplace romance to emotional intelligence		-11.608***
Structural parameter i.e., path coefficient		-0.536
R ²		0.638

5.2: Relationship between Workplace Romance and Employee Performance

5.2.1: Measurement model: The measurement model has been assessed for measuring the construct of Workplace Romance on Employee Performance (Figure 5.3). The results calculated, show the value of Normed Chi-square as 3.50 (904.057/287), GFI as 0.863, AGFI as 0.833, NFI as 0.872, CFI as 0.908, RMR as 0.064, RMSEA as 0.071 (Table 5.5). All the computed values fulfil the criteria of critical limit, for GFI, AGFI and NFI values are very close to the critical limit of 0.90, (Joreskog & Sorbom, 1993; Hair *et al.*, 2008; Hooper *et al.*, 2008), but exceeds the progressive cut off of 0.80 (Brett & Drasgow, 2002; Kansteet *al.*, 2007; Horzum & Cakir, 2009; Herzog, 2011). Similarly, the value of Normed Chi-Square is more than 3, but as per Schumacker and Lomax, 2004 the threshold is 5, therefore the calculated value is acceptable.

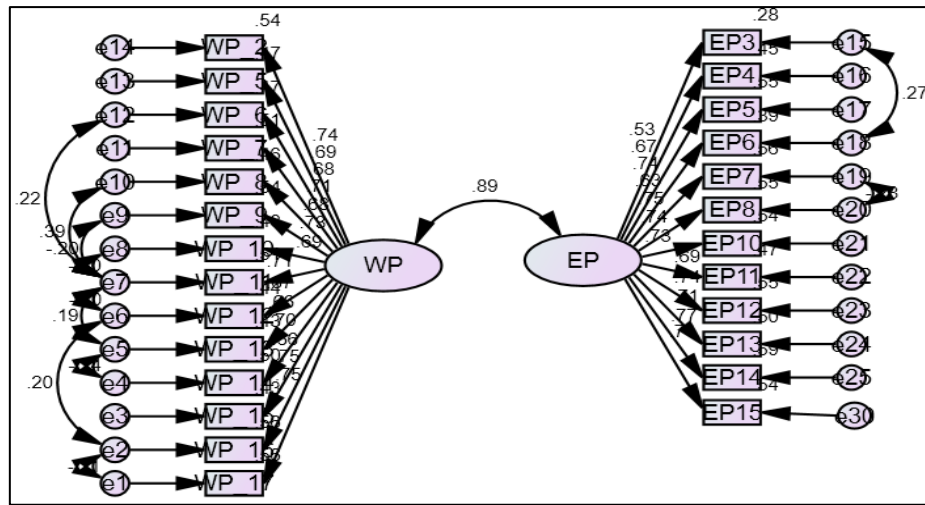


Figure 5.3: Measurement Model for Workplace Romance and Employee Performance

Table 5.5: Goodness of fit of Measurement Model for Workplace Romance and Employee Performance

Model fit indices	Estimates
Chi-square	904.057***
DF	287
Normed Chi square (χ^2/DF)	3.150
GFI	0.863
AGFI	0.833
NFI	0.872
CFI	0.908
RMR	0.064
RMSEA	0.071

Standardized residual also falls below the critical limit of 2.5 (Table 5.6). The value of the average variance extracted (AVE) is nearer to the threshold of 0.5, i.e., 0.493 for workplace romance and 0.498 for employee performance, which is acceptable and proves the convergent validity of both the constructs (Table 5.7). The composite reliability in both cases is more than 0.9, which proves the internal consistency of the scales.

Table 5.6: Standardized Residuals for Measurement Model of Workplace Romance and Employee Performance

	EP_15	EP_14	EP_13	EP_12	EP_11	EP_10	EP_8	EP_7	EP_6	EP_5	EP_4	EP_3	WP_2	WP_5	WP_6	WP_7	WP_8	WP_9	WP_10	WP_11	WP_12	WP_13	WP_14	WP_15	WP_16	WP_17	
EP_15	0.0																										
EP_14	0.6	0.0																									
EP_13	0.8	-0.8	0.0																								
EP_12	0.2	0.0	-0.8	0.0																							
EP_11	-1.2	0.7	0.4	-1.3	0.0																						
EP_10	0.8	-1.0	0.8	-0.2	-1.5	0.0																					
EP_8	0.3	0.5	1.1	0.0	0.5	0.3	0.0																				
EP_7	-0.6	-0.4	0.1	0.0	0.1	0.8	0.0	0.0																			
EP_6	0.8	0.1	-0.6	1.4	0.7	0.6	-0.9	-0.9	0.0																		
EP_5	-0.2	0.5	-0.3	-0.2	0.5	-0.1	0.1	0.7	-1.3	0.0																	
EP_4	-0.2	-0.3	0.6	0.3	0.1	0.7	-0.9	0.1	-0.8	-0.8	0.0																
EP_3	0.4	-0.4	-1.2	0.0	0.7	0.2	-0.5	-0.6	0.0	-1.2	0.3	0.0															
WP_2	0.1	0.7	1.1	1.3	1.6	-0.7	-0.2	0.5	0.1	1.7	-0.3	0.2	0.0														
WP_5	0.5	0.2	-0.8	0.4	-0.1	-0.2	-1.0	-0.3	1.2	0.5	1.0	0.9	-0.7	0.0													

WP ₆	-0.8	-0.1	0.6	-2.3	0.0	-0.7	-0.9	1.1	-1.4	-0.5	1.6	0.1	-0.1	-0.4	0.0											
WP ₇	-1.3	-0.5	-1.3	-0.8	0.8	0.0	1.1	-1.6	0.8	0.5	0.4	1.9	-1.0	-0.2	-0.7	0.0										
WP ₈	0.0	0.9	-0.5	0.0	1.2	0.6	-1.4	1.0	1.9	-0.6	-0.3	0.5	0.3	1.2	1.1	-1.4	0.0									
WP ₉	-0.8	-0.1	-0.2	1.8	1.2	-1.2	-0.2	-0.9	0.2	0.5	0.8	1.2	1.2	-0.6	0.0	0.2	-1.0	0.0								
WP ₁₀	0.6	1.0	-0.2	0.9	-0.3	1.7	0.5	0.7	3.3	0.4	-0.7	2.7	-0.5	1.2	-0.8	0.8	-0.4	-0.6	0.0							
WP ₁₁	-0.6	0.2	-0.8	-1.1	0.5	-1.1	-0.9	0.7	-0.2	0.1	0.9	0.7	-1.1	0.3	0.2	-0.3	0.6	-0.4	0.1	0.0						
WP ₁₂	-0.2	-1.4	-1.3	-0.7	0.0	-0.4	-0.1	-0.2	-0.2	-0.7	0.7	0.1	0.0	-1.2	1.4	1.4	-0.1	0.4	-0.7	0.2	0.0					
WP ₁₃	-0.1	-0.2	-2.9	0.3	0.1	-0.8	0.0	-1.4	1.4	-0.6	-0.9	0.9	-0.8	0.0	-1.3	1.6	0.2	-0.3	1.6	-0.5	-0.9	0.0				
WP ₁₄	-2.1	1.3	0.3	0.4	0.7	-0.5	-0.5	0.5	0.3	0.5	1.2	0.8	0.6	0.0	1.0	-1.2	0.3	0.1	-1.7	1.2	0.2	0.2	0.0			
WP ₁₅	-0.2	-0.2	-0.2	2.0	-0.4	-2.4	-1.6	-0.2	0.5	0.1	-0.5	1.8	1.6	-0.1	0.0	-0.6	0.2	1.0	-0.7	0.3	0.2	0.7	-0.9	0.0		
WP ₁₆	-0.5	0.1	-0.9	0.8	0.1	-0.3	-1.3	0.0	0.6	-0.7	0.3	1.1	-0.3	0.8	0.5	0.6	0.8	-0.9	-0.5	0.7	-0.1	0.2	0.1	-0.5	0.0	
WP ₁₇	0.5	-0.8	0.0	0.6	-0.1	-0.4	-0.6	0.2	-0.2	-1.0	2.0	1.2	-0.2	-0.4	0.4	0.3	-1.3	0.4	0.3	-0.5	0.4	0.2	-0.1	-0.2	0.1	0.0

Table 5.7: SFL, AVE and CR Measurement Model of Workplace Romance and Employee Performance

Construct	Items	SFL	AVE	CR
Workplace romance	WP_2	0.738	0.493	0.931
	WP_5	0.687		
	WP_6	0.684		
	WP_7	0.713		
	WP_8	0.681		
	WP_9	0.733		
	WP_10	0.690		
	WP_11	0.712		
	WP_12	0.666		
	WP_13	0.659		
	WP_14	0.704		
	WP_15	0.659		
	WP_16	0.746		
	WP_17	0.746		
Employee performance	EP_3	0.527	0.498	0.922
	EP_4	0.672		
	EP_5	0.744		
	EP_6	0.628		
	EP_7	0.745		
	EP_8	0.741		
	EP_10	0.732		
	EP_11	0.688		
	EP_12	0.744		
	EP_13	0.707		
	EP_14	0.765		
	EP_15	0.738		

5.2.2: Structural model: The structural equation modeling with path analysis has been used to test the causal relationship between the exogenous construct of workplace romance and the endogenous construct of employee performance. In path analysis (figure 5.4), workplace romance has been taken as the exogenous variable (predictor) and employee performance as the endogenous variable (dependent) where both have been connected with a single-headed arrow on the path diagram. Further in this context table 5.8, shows the model fit indices where all the indices of the structural model are similar to the measurement and are fulfilling the minimum threshold. The critical ratio for the path has been calculated as 10.337 and R square as 0.788, which proves that employee performance is dependent on workplace romance. The results have revealed that there is a positive relationship between WP and EP and this relationship is found to be statistically significant. The value of the path coefficient indicated that when involvement of an employee in WP goes up by one unit, the EP of that employee will increase by 0.706 units. It indicates that as per managers' perception, increased involvement of an employee in workplace romance increases his or her performance level. The study conducted by Dillard & Broetzmann (1989), Pierce and Auginis (2003), Salmani et al., (2011) and Khan et al., (2017) supports this result.

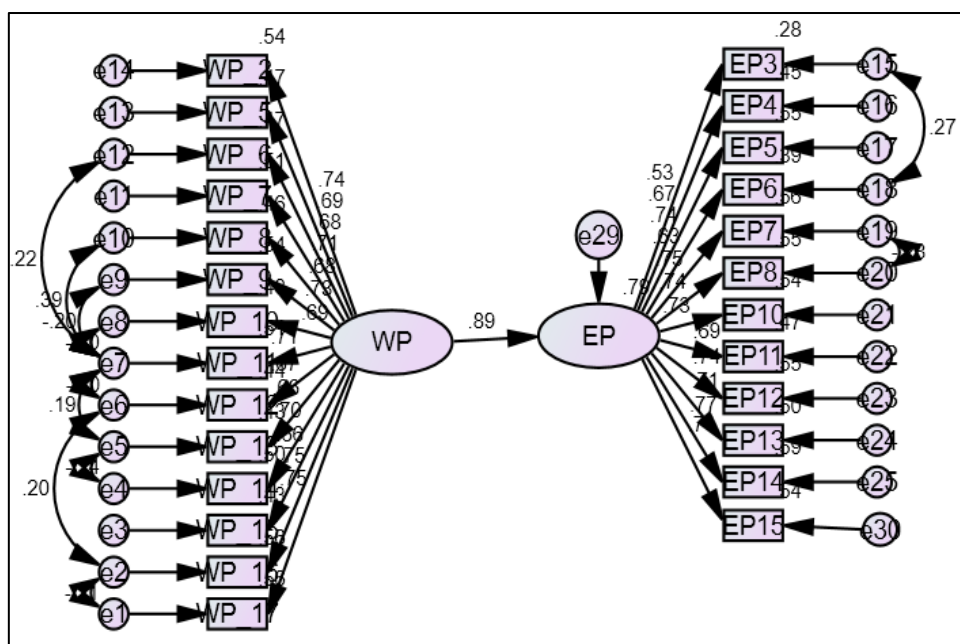


Figure 5.4: Structural Model for Workplace Romance and Employee Performance

Table 5.8: Goodness of fit of structural Model for Workplace Romance and Employee Performance

Model fit indices	Measurement Model	Structural Model
Chi-square	904.057***	904.057***
DF	287	287
Normed Chi square (χ^2/DF)	3.150	3.150
GFI	0.863	0.863
AGFI	0.833	0.833
NFI	0.872	0.872
CFI	0.908	0.908
RMR	0.064	0.064
RMSEA	0.071	0.071
The critical ratio of the path for workplace romance to employee performance		10.337***
Structural parameter i.e., path coefficient		0.706
R ²		0.788

5.3: Relationship between Emotional Intelligence and Employee Performance

5.3.1: Measurement model: The measurement model has been assessed for measuring the construct of Emotional Intelligence on Employee Performance (Figure 5.5). The results calculated, show the value of Normed Chi-square as 3.278 (947.444/289), GFI as 0.859, AGFI as 0.8294, NFI as 0.858, CFI as 0.896, RMR as 0.066, RMESA as 0.073 (Table 5.9). All the computed values fulfil the criteria of critical limit, for GFI, AGFI, NFI and CFI values are very close to the critical limit of 0.90, (Joreskog & Sorbom, 1993; Hair *et al.*, 2008; Hooper *et al.*, 2008) but exceeds the progressive cut off of 0.80 (Brett & Drasgow, 2002; Kansteet *al.*, 2007; Horzum & Cakir, 2009; Herzog, 2011). The value of Normed Chi-Square is more than 3, but as per Schumacker and Lomax (2004) the threshold is 5, therefore the calculated value is acceptable.

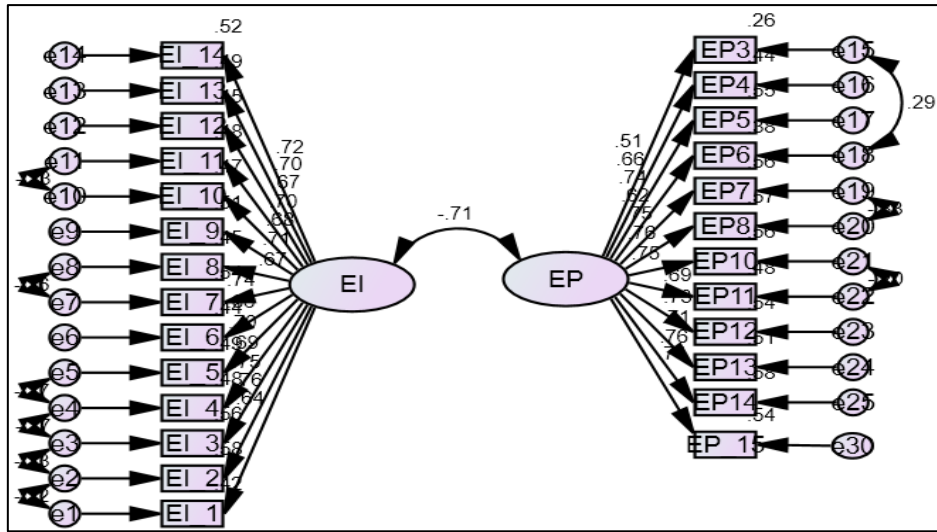


Figure 5.5: Measurement Model for Emotional Intelligence and Employee Performance

Table 5.9: Goodness of fit of Measurement Model for Emotional Intelligence and Employee Performance

Model fit indices	Critical Limit	Estimates
Chi-square		947.444
DF		289
Normed Chi square (χ^2/DF)	< 3.00	3.278
GFI	≥ 0.90	0.859
AGFI	≥ 0.90	0.829
NFI	≥ 0.90	0.858
CFI	≥ 0.90	0.896
RMR	< 0.10	0.066
RMSEA	< 0.08	0.073

Standardized residual also falls below the critical limit of 2.5 (Table 5.10). The value of the average variance extracted (AVE) is nearer to the threshold of 0.5, i.e., 0.491 for emotional intelligence and 0.498 for employee performance, which is acceptable and proves the convergent validity of both the constructs (Table 5.11). The composite reliability in both cases is more than 0.9, which proves the internal consistency of the scales.

Table 5.10: Standardized residual for Emotional Intelligence and Employee Performance

	EP_15	EP_14	EP_13	EP_12	EP_11	EP_10	EP_8	EP_7	EP_6	EP_5	EP_4	EP_3	EI_14	EI_13	EI_12	EI_11	EI_10	EI_9	EI_8	EI_7	EI_6	EI_5	EI_4	EI_3	EI_2	EI_1	
EP_15	0.0																										
EP_14	0.6	0.0																									
EP_13	0.7	-0.9	0.0																								
EP_12	0.3	0.2	-0.7	0.0																							
EP_11	-1.2	0.7	0.2	-1.3	0.0																						
EP_10	0.6	-1.1	0.5	-0.2	0.0	0.0																					
EP_8	0.1	0.4	0.8	-0.1	0.2	-0.1	0.0																				
EP_7	-0.7	-0.4	-0.1	0.0	0.0	0.5	0.0	0.0																			
EP_6	0.9	0.3	-0.6	1.6	0.7	0.6	-0.9	-0.8	0.0																		
EP_5	-0.1	0.5	-0.4	0.0	0.4	-0.3	-0.1	0.7	-1.2	0.0																	

EP ₄	-0.1	-0.1	0.6	0.5	0.2	0.6	-1.0	0.2	-0.6	-0.7	0.0																																
EP ₃	0.6	-0.1	-1.0	0.4	0.9	0.3	-0.4	-0.4	0.0	-0.9	0.6	0.0																															
EI ₁₄	1.5	0.2	0.5	-1.0	0.0	0.6	1.3	-0.7	-1.3	-0.7	-0.3	-0.1	0.0																														
EI ₁₃	0.9	-1.2	1.5	1.0	0.2	1.1	0.8	-1.2	1.4	0.0	-0.2	1.5	-1.7	0.0																													
EI ₁₂	-1.0	-1.6	-1.1	-0.9	-1.2	-0.3	-0.7	-0.8	-3.3	-0.1	-0.7	-1.8	-1.3	-1.1	0.0																												
EI ₁₁	0.2	-0.2	1.3	0.2	0.1	0.6	-1.5	0.4	-0.3	0.1	-0.3	-1.9	0.4	0.6	-0.9	0.0																											
EI ₁₀	-0.6	-1.5	-0.8	-0.9	1.1	1.3	0.1	0.2	0.0	0.7	0.3	0.1	0.3	0.3	1.3	0.0	0.0																										
EI ₉	1.5	-0.4	0.0	-0.9	-1.5	1.2	1.1	-1.4	-0.4	-0.8	-2.1	0.3	0.3	0.6	-1.2	0.1	-1.8	0.0																									
EI ₈	0.4	1.0	0.5	-1.4	0.8	0.9	-1.0	1.3	0.7	0.0	-0.1	1.0	-0.8	-0.4	-0.3	1.3	-1.5	-0.3	0.0																								
EI ₇	1.7	-0.1	0.5	-0.4	-1.5	1.2	0.3	-1.3	-1.7	0.1	-1.3	-1.9	0.2	-0.7	0.9	-0.4	1.2	0.8	0.0	0.0																							
EI ₆	0.4	-0.3	0.2	-1.7	0.0	1.8	-0.1	0.7	0.5	0.1	0.1	-0.8	0.0	0.2	0.2	1.3	1.3	1.0	1.1	-1.2	0.0																						
EI ₅	0.5	0.5	0.9	0.5	0.3	0.6	-0.6	-0.7	0.4	0.2	-0.2	-0.4	0.1	1.8	-0.4	-0.6	0.0	-1.0	0.4	-0.7	-0.7	0.0																					

EI ₄	-0.7	-0.4	0.5	0.6	0.7	0.3	-0.5	1.1	-1.6	-1.4	0.9	-1.5	0.3	-0.4	0.8	0.5	0.6	0.0	-0.4	-0.5	-0.3	0.1	0.0			
EI ₃	1.8	0.2	2.2	-0.5	0.7	0.9	1.5	-0.8	0.1	-1.0	-1.0	1.9	-0.2	1.5	-0.6	-0.2	-1.5	1.7	1.0	-0.1	0.3	-0.9	0.3	0.0		
EI ₂	-0.2	0.3	-0.7	-1.2	-0.4	-1.1	-1.4	-0.2	-2.1	1.0	0.1	-2.8	1.1	-1.6	0.7	-1.3	0.7	-0.9	-0.5	0.3	-1.1	1.7	-0.6	0.2	0.0	
EI ₁	0.3	0.1	1.5	-0.3	0.9	2.0	0.0	-0.2	-1.0	-1.1	2.4	1.2	-0.5	1.1	-0.4	1.0	0.0	-0.5	0.3	0.3	-0.1	-0.4	0.4	-0.8	0.3	0.0

Table 5.11: SFL, AVE and CR Measurement Model for Emotional Intelligence and Employee Performance

Construct	Items	SFL	AVE	CR
Emotional intelligence	EI_1	0.645	0.491	0.931
	EI_2	0.764		
	EI_3	0.749		
	EI_4	0.690		
	EI_5	0.701		
	EI_6	0.663		
	EI_7	0.736		
	EI_8	0.670		
	EI_9	0.714		
	EI_10	0.682		
	EI_11	0.696		
	EI_12	0.671		
	EI_13	0.703		
	EI_14	0.718		
Employee performance	EP_3	0.509	0.498	0.922
	EP_4	0.663		
	EP_5	0.744		
	EP_6	0.62		
	EP_7	0.752		
	EP_8	0.755		
	EP_10	0.746		
	EP_11	0.692		
	EP_12	0.734		
	EP_13	0.714		
	EP_14	0.761		
	EP_15	0.737		

5.3.2: Structural model: The structural equation modeling with path analysis has been used to test the causal relationship between the exogenous construct of

emotional intelligence and the endogenous construct of employee performance. In path analysis, emotional intelligence has been taken as the exogenous variable (predictor) and employee performance as the endogenous variable (dependent) where both have been connected with a single-headed arrow on the path diagram (figure 5.6). Further in this context, table 5.12, shows the model fit indices, where all the indices of the structural model are similar to the measurement and are fulfilling the minimum threshold. The critical ratio for the path has been calculated as -8.628 and R square as 0.505, which proves that employee performance is dependent on emotional intelligence. A reverse relationship has been noticed between EI and EP and this relationship was found to be statistically significant. The value of path coefficient has indicated that when EI of an employee involved in workplace romance goes by one unit, the EP would decline by 0.817 units. It indicates that as per managers' perception, increased emotional intelligence level of an employee involved in workplace romance leads to decline in the performance level. The study conducted by Austin et al., (2007), Austin et al., (2014) and Davis and Nichols (2016) supports this result.

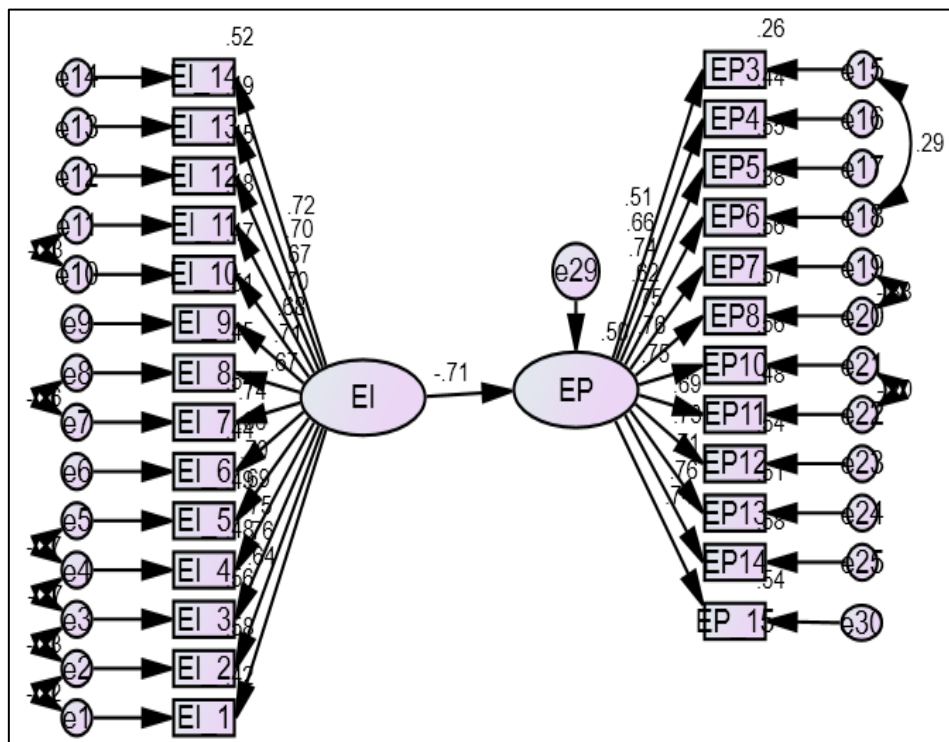


Figure 5.6: Structural Model for Workplace Romance and Employee Performance

Table 5.12: Goodness of fit of structural Model for Emotional Intelligence and Employee Performance

Model fit indices	Measurement model	Structural Model
Chi-square	947.444	947.444
DF	289	289
Normed Chi square (χ^2/DF)	3.278	3.278
GFI	0.859	0.859
AGFI	0.829	0.829
NFI	0.858	0.858
CFI	0.896	0.896
RMR	0.066	0.066
RMSEA	0.073	0.073
The critical ratio of the path for emotional intelligence to employee performance		-8.628***
Structural parameter i.e., path coefficient		-0.817
R ²		0.505

5.4: Relationship between Workplace Romance and various dimensions of Emotional Intelligence.

Multivariate Regression analysis is conducted to test the relationship between workplace romance and multiple dimensions of emotional intelligence, workplace romance and multiple dimensions of employee performance and between emotional intelligence and multiple dimensions of employee performance. Multivariate regression analysis is conducted when there is more than one dependent variable to be tested (Pituch & Stevens, 2016; George & Mallery, 2010).

Table 5.13: Tests of Between-Subjects Effects for Workplace Romance and Emotional Intelligence

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Wellbeing	1438.314a	1	1438.314	340.702	.000
	Self- control	2842.388b	1	2842.388	431.372	.000
	Emotionality	1619.652c	1	1619.652	358.109	.000
	Sociability	3012.444d	1	3012.444	474.681	.000
Intercept	Wellbeing	7840.495	1	7840.495	1857.224	.000
	Self-control	15352.264	1	15352.264	2329.922	.000
	Emotionality	8367.830	1	8367.830	1850.145	.000
	Sociability	16450.729	1	16450.729	2592.199	.000
WP	Wellbeing	1438.314	1	1438.314	340.702	.000
	Self- control	2842.388	1	2842.388	431.372	.000
	Emotionality	1619.652	1	1619.652	358.109	.000
	Sociability	3012.444	1	3012.444	474.681	.000
Error	Wellbeing	1777.303	421	4.222		
	Self-control	2774.042	421	6.589		
	Emotionality	1904.097	421	4.523		
	Sociability	2671.769	421	6.346		
Total	Wellbeing	43970.000	423			
	Self- control	84897.000	423			
	Emotionality	45365.000	423			
	Sociability	91302.000	423			
Corrected Total	Wellbeing	3215.617	422			
	Self- control	5616.430	422			
	Emotionality	3523.749	422			
	Sociability	5684.213	422			
a. R Squared = 0.447 (Adjusted R Squared = 0.446)						
b. R Squared = 0.506 (Adjusted R Squared = 0.505)						
c. R Squared = 0.460 (Adjusted R Squared = 0.458)						
d. R Squared = 0.530 (Adjusted R Squared = 0.529)						

Table 5.13 shows the effect of Workplace Romance on all the dimensions of Emotional Intelligence i.e., wellbeing, self-control, emotionality, and sociability is statistically significant at $p < 0.05$. The value of R square (coefficient of determination) is 0.447 for workplace romance and wellbeing, which means 44.7 % of the variance in wellbeing is accounted for by workplace romance. The value of R square (coefficient of determination) is 0.506 for workplace romance and self-control, which means 50.6 % of the variance in self-control is accounted for by workplace romance. The value of R square (coefficient of determination) is 0.460 for workplace romance and emotionality, which means 46.0 % of the variance in emotionality is accounted for by workplace romance. The value of R square (coefficient of determination) is 0.530 for workplace romance and sociability, which means 53.0 % of the variance in sociability is accounted for by workplace romance.

The unstandardized coefficient indicates how much the dependent variable varies with an independent variable. Table 5.14, depicts the value of the unstandardized coefficient of Wellbeing (value of the parameter) as -0.149, which means one unit change in workplace romance will cause a 0.149-unit decrease in the wellbeing of an employee involved in romantic relations. For the self-control dimension, the value of the unstandardized coefficient is -0.209, which means one unit change in workplace romance will cause a 0.209-unit decrease in the self-control of an employee involved in romantic relations. Similarly, the value of the unstandardized coefficient of emotionality is -0.158, which means one unit change in workplace romance will cause a 0.158-unit decrease in the emotionality of an employee involved in romantic relations. For sociability, the value of the unstandardized coefficient is -0.215, which means one unit change in workplace romance will cause a 0.215-unit decrease in the sociability of an employee involved in romantic relations.

Table 5.14: Parameter Estimates of Workplace Romance and Emotional Intelligence

Dependent Variable	Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Wellbeing	Intercept	16.748	0.389	43.096	.000	15.984	17.512
	WP	-0.149	0.008	-18.458	.000	-0.164	-0.133
Self- control	Intercept	23.435	0.486	48.269	.000	22.481	24.390
	WP	-0.209	0.010	-20.770	.000	-0.229	-0.189
Emotionality	Intercept	17.302	0.402	43.013	.000	16.511	18.092
	WP	-0.158	0.008	-18.924	.000	-0.174	-0.141
Sociability	Intercept	24.259	0.476	50.914	.000	23.323	25.196
	WP	-0.215	0.010	-21.787	.000	-0.234	-0.196

5.5: Relationship between Workplace Romance and various dimensions of Employee Performance

Table 5.15, shows that the effect of Workplace Romance on all the dimensions of Employee Performance i.e., task performance, contextual performance, and adaptive performance is statistically significant at $p < 0.05$. The value of R square (coefficient of determination) is 0.581 for workplace romance and task performance, which means 58.1 % of the variance in task performance is accounted for by workplace romance. The value of R square (coefficient of determination) is 0.595 for workplace romance and contextual performance, which means 59.5% of the variance in contextual performance is accounted for by workplace romance. The value of R square (coefficient of determination) is 0.633 for workplace romance and adaptive performance, which means 63.3 % of the variance in adaptive performance is accounted for by workplace romance.

Table 5.15: Tests of Between-Subjects Effects of Workplace Romance and Employee Performance

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Task Performance	1915.977a	1	1915.977	584.034	.000
	Contextual Performance	2066.620b	1	2066.620	619.037	.000
	Adaptive Performance	8092.184c	1	8092.184	727.543	.000
Intercept	Task Performance	89.920	1	89.920	27.410	.000
	Contextual Performance	99.271	1	99.271	29.736	.000
	Adaptive Performance	662.822	1	662.822	59.592	.000
WP	Task Performance	1915.977	1	1915.977	584.034	.000
	Contextual Performance	2066.620	1	2066.620	619.037	.000
	Adaptive Performance	8092.184	1	8092.184	727.543	.000
Error	Task Performance	1381.129	421	3.281		
	Contextual Performance	1405.484	421	3.338		
	Adaptive Performance	4682.624	421	11.123		
Total	Task Performance	43875.000	423			
	Contextual Performance	47428.000	423			
	Adaptive Performance	204903.000	423			
Corrected Total	Task Performance	3297.106	422			
	Contextual Performance	3472.104	422			
	Adaptive Performance	12774.809	422			
a. R Squared = 0.581 (Adjusted R Squared = 0.580)						
b. R Squared = 0.595 (Adjusted R Squared = 0.594)						
c. R Squared = 0.633 (Adjusted R Squared = 0.633)						

Table 5.16, depicts the value of the unstandardized coefficient of task performance as .171, which means one unit change in workplace romance will cause a 0.171-unit increase in task performance of an employee involved in a romantic relationship. For the contextual performance dimension, the value of the unstandardized coefficient is 0.178, which means one unit change in workplace romance will cause a 0.178-unit increase in contextual performance of an employee involved in romantic relations. Similarly, the value of the unstandardized coefficient of adaptive performance is 0.352, which means one unit change in workplace romance will cause a 0.352-unit increase in adaptive performance of an employee involved in romantic relations.

Table 5.16: Parameter Estimates of Workplace Romance and Employee Performance

Dependent Variable	Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Task Performance	Intercept	1.794	.343	5.235	.000	1.120	2.467
	WP	0.171	.007	24.167	.000	0.158	0.185
Contextual Performance	Intercept	1.884	.346	5.453	.000	1.205	2.564
	WP	0.178	.007	24.880	.000	0.164	0.192
Adaptive Performance	Intercept	4.869	.631	7.720	.000	3.630	6.109
	WP	0.352	.013	26.973	.000	0.327	0.378

5.6: Relationship between Emotional Intelligence and various dimensions of Employee Performance

Table 5.17, shows that the effect of Emotional Intelligence on all the dimensions of Employee Performance i.e., task performance, contextual performance, and adaptive performance is statistically significant at $p < 0.05$. The value of *R square* (coefficient of determination) is 0.353 for emotional intelligence and task performance, which means 35.3 % of the variance in task performance was accounted for by emotional intelligence. The value of *R square* (coefficient of determination) is 0.427 for emotional intelligence and contextual performance, which means 42.7% of the variance in contextual performance is accounted for by emotional intelligence

romance. The value of R *square* (coefficient of determination) is 0.405 for emotional intelligence and adaptive performance, which means 40.5 % of the variance in adaptive performance is accounted for by emotional intelligence.

Table 5.17: Tests of Between-Subjects Effects of Emotional Intelligence and Employee Performance

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Task Performance	1165.330 ^a	1	1165.330	230.139	.000
	Contextual Performance	1483.152 ^b	1	1483.152	313.938	.000
	Adaptive Performance	5168.600 ^c	1	5168.600	286.080	.000
Intercept	Task Performance	6828.932	1	6828.932	1348.631	.000
	Contextual Performance	7903.018	1	7903.018	1672.826	.000
	Adaptive Performance	31506.705	1	31506.705	1743.881	.000
EI	Task Performance	1165.330	1	1165.330	230.139	.000
	Contextual Performance	1483.152	1	1483.152	313.938	.000
	Adaptive Performance	5168.600	1	5168.600	286.080	.000
Error	Task Performance	2131.776	421	5.064		
	Contextual Performance	1988.952	421	4.724		
	Adaptive Performance	7606.208	421	18.067		
Total	Task Performance	43875.000	423			
	Contextual Performance	47428.000	423			
	Adaptive Performance	204903.000	423			
Corrected Total	Task Performance	3297.106	422			
	Contextual Performance	3472.104	422			
	Adaptive Performance	12774.809	422			
a. R Squared = 0.353 (Adjusted R Squared = 0.352)						
b. R Squared = 0.427 (Adjusted R Squared = 0.426)						
c. R Squared = 0.405 (Adjusted R Squared = 0.403)						

Table 5.18 depicts the value of the unstandardized coefficient of task performance as -0.137, which means one unit change in emotional intelligence will cause a 0.137-unit decrease in task performance of an employee involved in romantic relations. For the contextual performance dimension, the value of the unstandardized coefficient is -0.155, which means one unit change in emotional intelligence will cause a 0.155-unit decrease in contextual performance of an employee involved in romantic relations. Similarly, the value of the unstandardized coefficient of adaptive performance is -0.289, which means one unit change in emotional intelligence will cause a 0.289-unit decrease in adaptive performance of an employee involved in romantic relations.

Table 5.18: Parameter Estimates of Emotional Intelligence and Employee Performance

Dependent Variable	Parameter	B	Std. Error	T	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Task Performance	Intercept	16.335	0.445	36.724	.000	15.460	17.209
	EI	-0.137	0.009	-15.170	.000	-0.155	-0.119
Contextual Performance	Intercept	17.573	0.430	40.900	.000	16.728	18.417
	EI	-0.155	0.009	-17.718	.000	-0.172	-0.138
Adaptive Performance	Intercept	35.086	0.840	41.760	.000	33.435	36.738
	EI	-0.289	0.017	-16.914	.000	-0.322	-0.255

5.7: Summary of Regression Models

Table 5.19 depicts the summary of all the regression models discussed above. Looking at the impact of workplace romance on emotional intelligence, maximum change is noticed in sociability and self-control dimensions of EI i.e., -0.215 and -0.209 respectively, followed by emotionality (-0.158) and well-being (-0.149). In the case of employee performance, the maximum change due to workplace romance is noticed in the adaptive performance of an employee involved in workplace romance i.e., 0.352 followed by the contextual performance (0.178) & task performance

(0.171). As far as the impact of emotional intelligence on employee performance is concerned the maximum change due to emotional intelligence is noticed in the adaptive performance of an employee involved in workplace romance i.e., -0.289 followed by a minimum change in contextual performance (-0.155) and task performance (-0.137).

Table 5.19: Summary of regression model

Relationship	Dependent Variable	R square	Unstandardized coefficient
			B
Workplace Romance and Emotional Intelligence	Well- Being	0.447	-0.149
		0.506	-0.209
	Emotionality	0.460	-0.158
	Sociability	0.530	-0.215
Workplace Romance and Employee Performance	Task performance	0.581	0.171
	Contextual performance	0.595	0.178
	Adaptive performance	0.633	0.352
Emotional Intelligence and Employee Performance	Task performance	0.353	-0.137
	Contextual performance	0.427	-0.155
	Adaptive performance	0.405	-0.289

5.8: Mediating Analysis

Mediating analysis is a process to understand the observed relationship between independent and dependent variables by including a third variable known as a mediator. The main aim is to test how the mediator influences the relationship between the independent variable and dependent variable (MacKinnon & Fairchild,

2009).

Baron and Kenny (1986) included the mediating analysis in their work by using a series of regression equations. But the method suggested by Preacher and Hayes has been adopted in this study i.e., bootstrapping method, as it helps the researcher to analyse the mediating effect without violating the assumption of normality. Secondly, it applies even to the small sample size. Thirdly, this test creates a new sample by randomly selecting the cases with replacement from the data which means the probability of inclusion of any given number of cases remains the same (Preacher et al., 2007). In this study, Structural Equation Modeling (SEM) has been used for performing bootstrap which is capable of conducting mediating analysis in one go unlike the stepwise process suggested by Baron and Kenny (1986). There are three types of mediations analysis: full mediation, partial mediation, and non-mediation (Baron & Kenny, 1986). *Full mediation* is the situation where the inclusion of mediation variable downs the relationship between independent and dependent variables to zero. On the other hand, *partial mediation* is referred to the situation where the mediation variable is responsible for some but not for the full relationship between independent and dependent variables, whereas *no mediation* is a case where there is no direct or indirect effect available (Baron & Kenny, 1986).

Fig 5.7 depicts how a mediating model looks like. Mediation or process variable is denoted by “M”, independent variable or causal variable is denoted by “X” and dependent variable or outcome is denoted by “Y”. Direct effect is denoted by path c. Full mediation occurs when variable X no longer affects the variable Y after introducing mediating variable M. In such as case the path c becomes zero. Partial mediation occurs, when the path from X to Y reduces but is not equal to zero after introducing the mediating variable M.

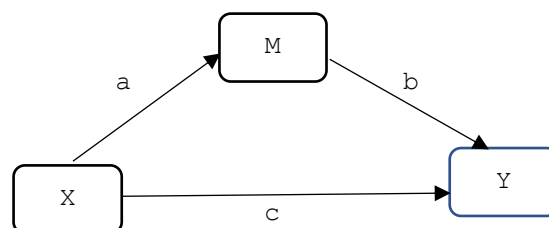


Figure 5.7 Mediation model

In this study Structural Equation Modeling (SEM) has been used for conducting the mediating analysis. This approach makes the testing of mediating hypotheses simpler, as it is designed to test more complex or complicated mediation models in a single analysis. Secondly, it also provides information about model fit indices to check the consistency of hypothesized mediating model (Bollen & Pearl, 2012).

5.8.1: Hypothesis testing

To assess the mediating effect of emotional intelligence between workplace romance and employee performance the following hypothesis has been formulated.

H₀: Emotional intelligence does not significantly mediate workplace romance and employee performance.

H₁: Emotional intelligence significantly mediate workplace romance and employee performance.

To examine the model shown in figure 5.9 where Workplace Romance (WP) is an independent variable, Employee Performance (EP) is the dependent variable and Emotional Intelligence (EI) is the mediator variable. Emotional intelligence has been taken as a mediator variable because as per the literature review workplace romance is related to the following aspects of emotional intelligence which in turn impacts the performance of an employee:

- Well-being (Ditzen et al., 2007),
- Optimism (Ditzen et al., 2007),
- Ability to handle stress and anxiety (Roberts & David, 2016)
- Conscientiousness ((Doll & Rosopa, 2015)
- Interpersonal communication or Sociability (Tidefors, 2016)

The bootstrap method in AMOS software has been used for conducting the analysis. As per table 5.20, the effect from workplace romance to emotional intelligence i.e., path *a* is -0.507 which is significant, but the effect from emotional intelligence to employee performance i.e., path *b* is -0.062, which is not significant. The effect of workplace romance on employee performance, through emotional intelligence, is the product of the standardized estimates of path

coefficients, ab i.e., $-0.507 \times -0.062 = 0.0314$ (non-significant). The strength of the direct path from workplace romance to employee performance is 0.635 which is significant. The total effect of workplace romance on employee performance is 0.6741 (significant) i.e., the sum of direct effect and indirect effect. The mediation analysis has divided the total effect in a direct effect (0.0635) and a mediated or indirect effect (0.0341). Figure 5.8 depicts the structural diagram of the mediating analysis.

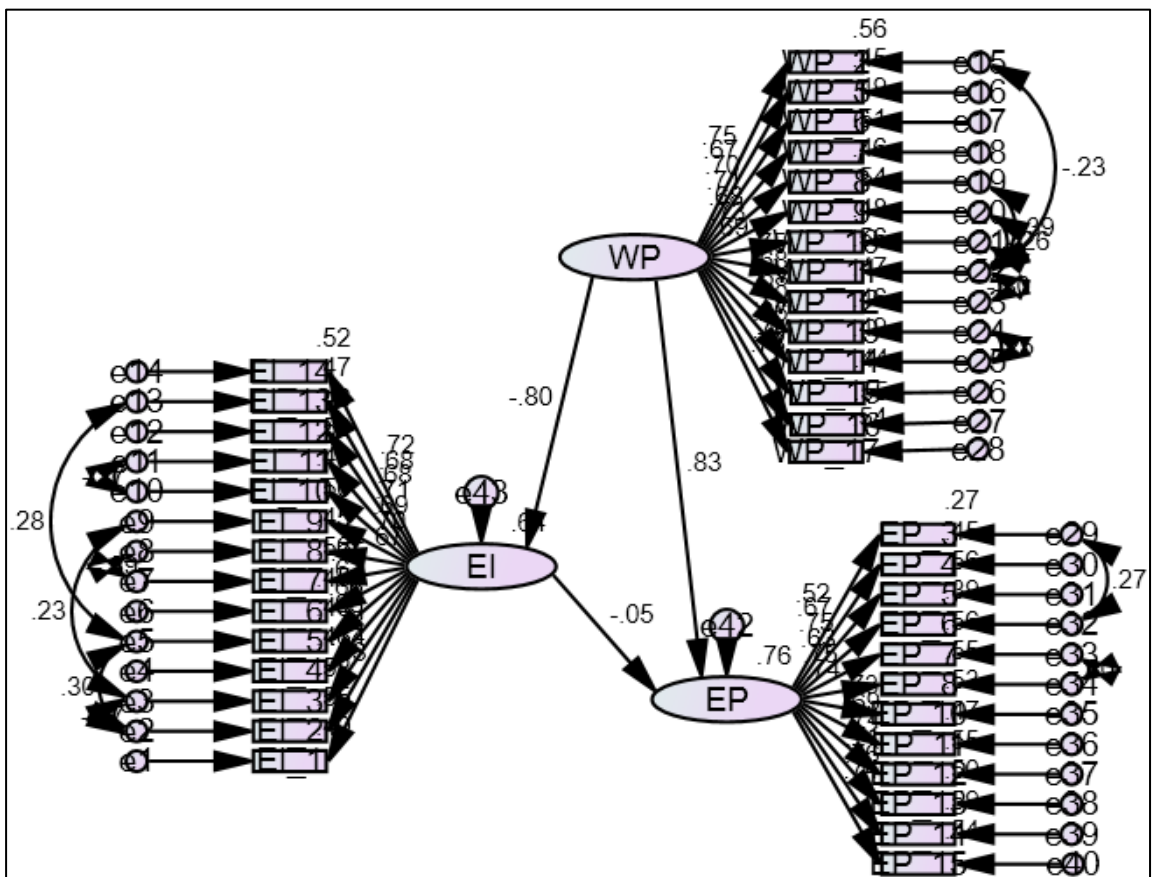


Figure 5.8: Mediation analysis structural model

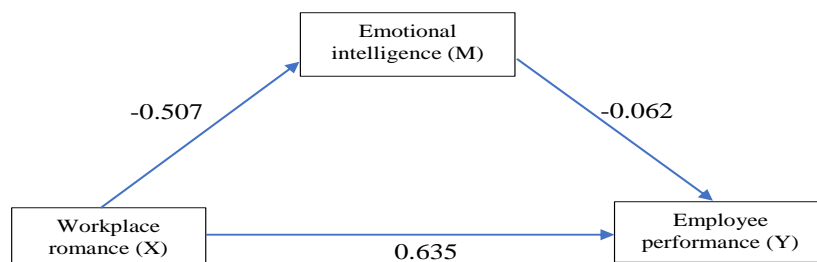


Figure 5.9: Diagram showing mediating effects

Table 5.20: Regression weight –Maximum likelihood estimates

Construct relationships			Estimate	S.E.	C.R.	P
EI	<---	WP	-0.507	0.043	-11.701	***
EP	<---	EI	-0.062	0.066	-0.945	0.345
EP	<---	WP	0.635	0.071	8.89	***

Table 5.21 depicts that the indirect effect i.e., 0.0314 is not significant. As there is a significant direct effect but a non-significant indirect effect which means “Direct only no mediation” or “no mediation” (Zhao et al., 2010). This result indicates that workplace romance is positively related to employee performance but not indirectly through the emotional intelligence of an employee involved in it. Therefore, the null hypothesis i.e., H_0 is accepted and the alternative hypothesis i.e., H_1 is rejected. Here it has been concluded that there is no mediating effect of emotional intelligence between workplace romance and employee performance.

Table 5.21: Mediation results

Effects	Standardized estimate	p-value	Significance
Total Effect	0.6741	p=0.001 two-tailed	Significant
Direct effect	0.635	p=0.001 two-tailed	Significant
Indirect effect (ab)	0.0314	p=0.345 two-tailed	Not significant

Table 5.22 depicts the model fit indices for the above model. As per Hu and Bentler (1999), following indices are used to check the model fit i.e., Normed chi-square (NFI), CFI, RMSEA and SRMR. The value of normed chi-square is 3.195 which is acceptable as per Schumacker and Lomax (2004) the threshold is 5, CFI is 0.85 is very close to the critical limit of 0.90, (Joreskog & Sorbom, 1993; Hair et al., 2008; Hooper et al., 2008), but exceeds the progressive cut off of 0.80 (Brett & Drasgow, 2002; Kansteet al., 2007; Horzum & Cakir, 2009; Herzog, 2011), RMSEA is 0.072 as per Browne and Cudeck, (1992) values below 0.08 represents an acceptable fit and SRMR is 0.0481 and for achieving a good fit, it should be less than 0.10 and lesser value indicates a good fit (Hu & Bentler, 1999; Iacobacci, 2009).

Table 5.22: Model Fit indices for the mediation model

χ^2	Df	Normed Chi-Square	CFI	RMSEA	SRMR
2281.957	723	3.195	0.85	0.072	0.0481

Chapter VI

FINDINGS, IMPLICATIONS, CONCLUSION AND

SUGGESTIONS

In this chapter, the key findings based upon the data analysis and interpretations have been discussed followed by implications to the organizations and suggestions for extended research in this area.

6.1: Findings

The key findings of the study are discussed in this section. Based upon the data and interpretations study came out with the following findings:

1. The newly developed scale to measure the managers' perception towards workplace romance is a reliable and valid scale. It meets all the criteria of reliability and validity.
2. The study finds a significant negative relationship between Workplace Romance and the Emotional Intelligence of an employee. The model demonstrates that workplace romance decreases the emotional intelligence level of an individual.
3. The study shows a similar significant negative relationship of the workplace with various dimensions of emotional intelligence i.e., well-being, self-control, emotionality and sociability.
4. A significant positive relationship has been observed between Workplace Romance and Employee Performance. The model demonstrates that employee performance increases when one enters into a romantic relationship at the workplace.
5. The study has observed a similar positive relationship between all the dimensions of employee performance i.e., task performance, contextual performance and adaptive performance.
6. The study concludes a significant negative relationship between Emotional Intelligence and Employee Performance. As per the model demonstration, as

the level of Emotional intelligence of a romantically involved employee increases, their performance decreases.

7. The study shows a similar significant negative relationship of emotional intelligence with various dimensions of employee performance i.e., task performance, contextual performance and adaptive performance.
8. As per the mediating analysis conducted to see the mediating effect of Emotional Intelligence between Workplace Romance and Employee Performance, it has been observed that Emotional Intelligence does not mediate between Workplace Romance and Employee Performance.

The following subsection includes a detailed discussion on key findings:

6.1 (a): Objective 1: Relationship between Workplace Romance and Emotional Intelligence

The study finds a significant negative relationship between Workplace Romance and Emotional Intelligence. Therefore, it can be concluded that as the involvement of an employee increases in workplace romance his or her emotional intelligence level decreases. The study also shows that sociability and self-control dimensions are having a greater impact on workplace romance as compared to emotionality and well-being. Similar results have been revealed by the studies conducted by Tidefors (2016) and Bhebhe and Hove (2016), that “keeping the relationship a secret” at workplace romance leads to anxiety among the couple further leading to low morale and poor interpersonal communication (Tidefors, 2016). It is also being studied that feeling of always being together among couples, restrict them to communicate efficiently with the other departmental members, thereby challenging their interpersonal skills at the workplace (Bhebhe & Hove, 2016). Hence it further lead to a low level of sociability. Workplace romance leads to the cases like sexual harassment and retaliation which in turn leads to low self-control due to fear of losing self-respect. A short-term relationship leads to stress and anxiety due to fear of losing the partner ultimately. Similarly, the ego motive or job motive behind the relationship leads to the negative emotions, lack of trust and unhappiness, such negative emotions further challenge the self-control level of an individual involved in workplace

romance (Belinda, 2017). Maturity in a relationship is another reason affecting the emotional intelligence of an employee involved in a workplace romance, less maturity brings in unhappiness and negativity among the couples (Sutton, 2017). It has also been stated that workplace romance has a less negative impact on the emotionality and wellbeing of an employee involved in romance.

Wellbeing is related to stress management, happiness, good physical and mental health (Ryan & Deci, 2001) and mostly in the case of the vertical type of workplace romance, the partner in the power position dominates the partner at the lower level of hierarchy, leading to a negative impact on the mental and physical health of the opposite partner, thereby lowering the employee wellbeing (Sutton, 2017). Retaliation at the workplace due to romance turning ugly also hurts the wellbeing of an individual as the person feels insecure both physically and mentally, and sometimes such feelings of taking revenge from the opposite partner leads to hostility and a harmful atmosphere at the workplace (SHRM, 2013).

As per Lickey (2009), the romances turned ugly or extramarital affair, increases the feeling of embracement among couples at the workplace leading to stress and anxiety. It has also been studied that partner phubbing also leads to negative outcomes like low level of relationship satisfaction further leading to psychological issues like depression and stress among the opposite partner (Roberts & David, 2016). The other factors arising out of workplace romance such as retaliation, sexual harassment, bullying, gossiping etc. at the workplace lead to negative emotions like fear, anxiety, low morale and low satisfaction among the victim (suffering partner). Such type of situation ultimately impacts the emotionality of an individual involved in the relationship and the person do not ethically react towards the negative situation.

6.1 (b): Workplace Romance and Employee Performance

As per the study, a significant positive relationship is noticed between workplace romance and employee performance. This relationship depicts that increased involvement of an employee in workplace romance leads to an increase in employee performance at the workplace. The maximum change due to workplace romance is noticed in an adaptive performance, followed by contextual performance

and task performance. Adaptive performance is related to the ability of an employee to adapt to the changes in the work environment. It includes the aspects like dealing with a difficult situation, giving new ideas, managing information, efficiently dealing with co-workers etc. (Koopman et al., 2013). In this context, various researches support this outcome. It has been studied that romantic partner work more smartly and take initiatives to mark a good impression in each other's minds (Dillard, 1989). It has been noticed that romantic partners, being together, instantly join business projects, training programs or any other learning activity, which ultimately help them to learn new things at the workplace (Quinn, 1977). A study conducted by Belinda (2017), revealed that after entering into the romantic ties at the workplace the organizational commitment of the employee increases and they become more loyal to the organization, which helps them to maintain the secrecy of any kind of official information.

Similarly, workplace romance has a positive impact on task and contextual performance also. In this context, various researches support this outcome. A research study conducted by (Ditzen, 2007) reveals that workplace romance has a positive impact, due to the affection they feel for each other both in psychological as well as in physical terms, which in turn increases their efficiency at work. Similar results are seen in the study conducted by (Bhebhe & Hove, 2016), concluding that employee performance increases as they want to impress each other at work. Secondly, the excitement of working together raises the level of their energy level thereby increasing their motivation level and performance further motivating them to work in a team. The romantic feeling of expressing love to each other increases the sexual attraction between the partners in turn increases the happiness and their performance at work (Salmani et al., 2011).

6.1 (c): Emotional Intelligence and Employee Performance

A significant negative relationship is identified between the emotional intelligence of an individual involved in workplace romance and their performance at work. The maximum impact of emotional intelligence is on adaptive performance followed by contextual and task performance. Not, much work has been done in the past studies to prove this relationship. This result focuses on the other side of the coin

opposite to the positive relationship between Emotional Intelligence and employee performance which is related to the dark side of Emotional Intelligence. Davis and Nichols (2016), defined this dark side as “*making use of Emotional Intelligence through manipulative behaviours to achieve self-serving purposes and no-prosocial outcomes*”. Some of the researchers marked this behaviour as emotional manipulation, which means influencing the behaviour and feelings of another individual for one’s self- motive (Austin et al., 2007; Austin et al., 2014; Hyde & Grieve, 2014; Hyde & Grieve, 2018). Studies conducted in the field of emotional manipulation in the context of an organization depicts that employee perceives the existence of such behaviour within the organization (Berkovich & Eyal, 2016; Hyde & Grieve, 2018; Popescu et al., 2016). Most of the times, people enter into the relationship for some personal motives or achievements or use their emotional intelligence for non-prosocial orientation (Kilduff et al.,2010), so they start the process of emotional manipulation which in turn hinders the trust level of the opposite partner, thereby leading to a low level of efficiency at work (Belinda, 2017). A similar study conducted by Krause (2012), has concluded that the existence of mistrust due to interpersonal manipulation at the workplace decreases the efficiency of the victim thereby lowering the efficiency of an organization. In such a situation the manipulated individual understands such reality at the later stage, which increases the level of their suffering and stress thereby decreasing their efficiency and performance at work.

6.1 (d): No mediating effect of Emotional Intelligence between Workplace Romance and Employee Performance

The study reveals that Emotional Intelligence is not having a significant mediating effect between Workplace Romance and Employee Performance. This result depicts that as per the managers’ perception in the hotel industry, emotional intelligence does not put any impact on the performance of an employee involved in a workplace romance. They feel that the emotional intelligence of an individual is not a game of a few months or years, it takes a long time to see the change in the emotional intelligence of an individual. In a short period, a person can’t raise or lower down his/her level of self-esteem, sociability, wellbeing, emotionality and well-being. In this context, evidence from previous researches has concluded that level of emotional

intelligence can't be easily enhanced, rather it takes a long commitment to change the behaviour, habits and patterns of an individual (Fernandez-Berrocal & Ruiz, 2008; Low & Nelson, 2005; Weis & Arnesen, 2007).

6.2: Implications

In the light of the present study following implications are outlined for organizations, managers and researchers:

6.2.1: Organizations

The study reveals a positive relationship between workplace romance and employee performance. Therefore, it must be taken as a very sensitive area required to be managed by the organization. Generally, organizations overlook the issues arising out due to workplace romance and do not relate such issues with the performance of an employee. In this context, studies are indicating that actions like the prohibition of workplace romance or absence of a policy for its management, bring in issues like a conservative work environment, sexual harassment, retaliation etc. which negatively affects the efficiency of an organization. People spend most of their time in organizations which creates emotional bonding among the employees and sometimes such bonding acts as a stress buster for them. Especially in the hotel industry physical attributes and interpersonal relationship matters a lot, therefore it must be noticed that romantic relationships will flourish in such an environment. Previous studies have proved that sexual attraction, building a good impression, feeling of togetherness enhance employee performance. Secondly, the two romantic partners, in case get married, can easily manage their personal and professional life if they are working at the same work and will work efficiently. Thirdly, the evidence from the previous researches shows a positive relationship between workplace romance and organizational commitment, in which employees become more committed to the organization further leading to low employee turnover. The most important finding of the study reflects that workplace romance enhances the adaptive and contextual performance of an employee, which is directly concerned with the development part of an individual and also helps an organization in achieving competitive advantage. Hence, organizations should design a workplace romance policy to manage such romantic ties at the workplace rather than taking them negatively, unattended or

prohibiting them. In this context, a Workplace Romance Policy has been designed based upon this research study. Organizations can directly use that policy document or can design their workplace romance policy by referring to the said document.

6.2.2: Managers

This study is based on the managers' perception towards workplace romance, so they are the key people under consideration. Firstly, it provides a brief description of the association between workplace romance and employee performance, which is the main concern of a departmental manager. Secondly, it highlights the critical issues associated with workplace romance like sexual harassment and hostile work environment where the Human Resource Department plays a major role. Previous studies depict that romantic tie not managed properly leads to issues like sexual harassment, hostile work environment, favouritism, retaliation, which sometimes leads to a negative impact on the goodwill of the organization. The knowledge shared, as per this study, will help organizational managers to better understand their employees and relationships. Managers are the people who are in direct contact with the employees and understand them better as compared to the top management. Therefore, they are more capable of managing workplace romance and issues arising out of it. As far as, Human Resource Department is concerned, the study will help them to understand that it is their responsibility to set some limits or rules for managing such relationships which should be further communicated to the present working employees as well as to the new employees at the time of their induction training. The other departmental managers, should be provided with a copy of such rules, so that they become capable of handling such affairs within their respective departments. Most of the times employee feels that workplace romance is their matter and they act accordingly without taking care of the organizational reputation. Even departmental managers avoid or overlook such matters as they viewed it as a matter of their personal lives. But, if there will be a set of rules, then it becomes easier for the manager to take a right stand before the flowery situation turns into a hostile picture. Above all, it is the departmental manager and Human Resource manager, who can help the top management in designing an effective workplace romance policy. A training programme on dimensions of healthy workplace romance can also be

designed as per the facts explored in this study.

6.2.3: Industries

The study has derived various findings related to workplace romance, which can be referred and further used by the other industries as well to explore in their respective sectors. The first very important practical contribution of this study is that it provides empirical testing of the workplace romance concept in the hotel industry. This will allow the other industries to conduct similar or advanced research in this field and design policies to manage workplace romance as it is inevitable. The validated scale developed to measure the managers' perception towards workplace romance could be used for conducting a similar study in other industries like manufacturing, information & technology, utilities, transportation financial services, health care etc. Before conducting the study, the nature and organization structure of the target industry must be studied. As workplace romance is a less explored area in Indian industries, therefore it is suggested that before conducting the quantitative study, a qualitative study must be conducted by taking personal interviews of key respondents. Such efforts will surely help a researcher to provide better information and clarity while collecting responses from the target respondents. Further based on the information, the researchers can use the tested and validated instruments used in the present study for conducting the analysis. The study suggests that there is a need for a dating policy or workplace romance policy for better management of relationships at the workplace as unmanaged relationships give negative results as far as employee performance and work environment is concerned.

6.2.4: Researchers

In the Indian context, workplace romance is a less explored area therefore, the present study will help the researchers to deeply understand this concept and explore the unexplored areas like dissolved romantic relationships at the workplace. The newly developed scale to measure the perception of managers towards workplace romance can be used for future studies.

6.3: Conclusion

In the Indian context workplace romance is the least explored area. Organizations are aware of such relationships but do not take considerable interest in

managing them. Now-a-days employees are seen as the most valuable asset of any organization, other than the financial gains expected from the employees, it is also the responsibility of an organization to manage them emotionally. The romantic attachments at the workplace affect the employees' personal and professional lives. The present research explores the concept of workplace romance in the hotel industry and also provides a validated scale to measure the managers' perception toward it.

The study has explored the relationship between workplace romance and emotional intelligence. Most of the previous studies has found the inverse relationship i.e., how emotional intelligence affects romantic relationships, but in this study, it has been tried to explore the effect of workplace romance on emotional intelligence. It has been concluded that managers perceive that workplace romance has a more negative impact on the sociability and self-control level of an individual involved in romance. They believe that person involved in workplace romance more easily losses his/ her self-control. A person does not think about the consequences of his/her displayed behaviour and reacts immediately rather than delaying his/her reaction towards any situation. On the other hand, managers also perceive that once the person is involved in a romantic relationship, his/her level of interaction among co-workers decreases ultimately leading to declined sociability. As far as wellbeing and emotionality are concerned, workplace romance too had a negative impact but not as much as compared to the discussed domains of emotional intelligence.

The study also explains the relationship between workplace romance and employees' performance in the context of the hotel industry. It limes light workplace romance because most of the researches in India have studied the relationship of employee performance with training, motivation, leadership etc. In this context, managers perceive a more positive impact of workplace romance on the adaptive performance of an employee involved in workplace romance and less impact on task and contextual performance. It depicts the importance of workplace romance in the hotel industry as it raises the capability of an employee to adapt to changes in the work environment.

The study also explains the relationship between emotional intelligence and employee performance of an individual involved in romantic ties. Managers' perception in this context depicts that, especially in the case of romantic relationships

the higher emotional intelligence leads to declined employee performance. This is again a novel finding in the organizational framework. Most importantly, the mediation effect of emotional intelligence between workplace romance and employee performance has been exploring and it is concluded that it does not have any mediation effect between the two.

6.4: Future scope of the research and suggestions

There are the following areas that can be explored in future research:

1. Present study is related to workplace romance and could also be extended by adding a new dimension of dissolved workplace romance into the study. This will increase the scope of research in the field of workplace romance.
2. Present study is cross-sectional so it could also be extended in comparative or longitudinal ways. For example, one can compare the industry wide perception or change in perception over a particular period.
3. Future research can be conducted by mapping the employees' perception towards workplace romance and further comparisons can be made to see a difference between their perceptions from managers' perception towards workplace romance.
4. Present study focuses only on the hotel industry of North India, future studies can be conducted by considering other geographical areas.
5. Future research can be done by focusing on the issues arising out of workplace romance such as sexual harassment, bullying, retaliation and favouritism.
6. The new mediation variable can be identified by conducting further research on this topic.
7. Future researchers can utilize the same scale for making the industry-wise comparison of the perception.
8. As per the literature review, terminated or dissolved workplace romance foster sexual harassment behaviour in an organization, therefore a detailed study can be conducted on this particular topic by mapping the perception of the Human Resource Department.

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Appendices

Appendix I

Demographic Statistics of Sample Respondents

Table 1: Gender-wise distribution of sample

State Code	Name of the state	Female		Male		Grand Total	
		Number	Percent	Number	Percent	Number	Percent
1	Chandigarh	4	6.45	15	4.16	19	4.49
2	Delhi	25	40.32	124	34.35	149	35.22
3	Himachal Pradesh	0	0.00	8	2.22	8	1.89
4	Jammu & Kashmir	0	0.00	6	1.66	6	1.42
5	NCR	17	27.42	115	31.86	132	31.21
6	Punjab	6	9.68	29	8.03	35	8.27
7	Rajasthan	2	3.23	11	3.05	13	3.07
8	Uttar Pradesh and Uttarakhand	8	12.90	53	14.68	61	14.42
Grand Total		62	100.00	361	100.00	423	100.00
		14.66%		85.34%		100.00 %	

Table 2: Distribution of sample according to department

Department	Female		Male		Grand Total	
	N	%	N	%	N	%
Accounts and Credits Department	2	3.23	16	4.43	18	4.26
Engineering and Maintenance Department	1	1.61	37	10.25	38	8.98
Food and Beverage Service Department	2	3.23	83	22.99	85	20.09
Front Office Department	18	29.03	68	18.84	86	20.33
Housekeeping Department	5	8.06	32	8.86	37	8.75
Human Resources (HR) Department	23	37.10	22	6.09	45	10.64

Kitchen or Food Production Department	1	1.61	65	18.01	66	15.60
Purchase Department	0	0.00	8	2.22	8	1.89
Sales and Marketing Department	10	16.13	26	7.20	36	8.51
Security Department	0	0.00	4	1.11	4	0.95
Grand Total	62	100.00	361	100.00	423	100.00

Table 3: Distribution of sample according to designation

Designation	Female		Male		Grand Total	
	N	%	N	%	N	%
Banquet Manager	0	0.00	12	3.32	12	2.84
Chef Head	0	0.00	58	16.07	58	13.71
Front Desk Manager	9	14.52	38	10.53	47	11.11
Front Office Manager	9	14.52	30	8.31	39	9.22
General Manager (GM)	2	3.23	32	8.86	34	8.04
Manager - Accounts	2	3.23	16	4.43	18	4.26
Manager - Engineering Dept.	0	0.00	15	4.16	15	3.55
Manager - Food and Beverage	1	1.61	39	10.80	40	9.46
Manager - House Keeping	5	8.06	32	8.86	37	8.75
Manager - Restaurant and Food Service	1	1.61	17	4.71	18	4.26
Manager - Sales/Marketing	9	14.52	27	7.48	36	8.51
Manager HR / Admin	23	37.10	22	6.09	45	10.64
Steward	1	1.61	23	6.37	24	5.67
Grand Total	62	100.00	361	100.00	423	100.00

Table 4: Age-wise distribution of sample

Age group (years)	Female		Male		Grand Total	
	N	%	N	%	N	%
18-24	10	16.13	29	8.03	39	9.22
25-34	47	75.81	205	56.79	252	59.57
35-44	5	8.06	111	30.75	116	27.42
45-54	0	0.00	16	4.43	16	3.78
Grand Total	62	100.00	361	100.00	423	100.00

Table 5: Distribution of sample according to hotel category

State code	4 stars		5 stars		Grand Total	
	N	%	N	%	N	%
Chandigarh	3	5.08	16	4.40	19	4.49
Delhi	19	32.20	130	35.71	149	35.22
Himachal Pradesh		0.00	8	2.20	8	1.89
Jammu & Kashmir	6	10.17		0.00	6	1.42
NCR	21	35.59	111	30.49	132	31.21
Punjab	10	16.95	25	6.87	35	8.27
Rajasthan		0.00	13	3.57	13	3.07
Uttar Pradesh and Uttarakhand		0.00	61	16.76	61	14.42
Grand Total	59	100.00	364	100.00	423	100.00
	(13.95)		(86.05)		(100.00)	

Table 6: Distribution of sample according to work experience

Work experience (years)	State								Grand Total
	Chandigarh	Delhi	Himachal Pradesh	Jammu & Kashmir	NCR	Punjab	Rajasthan	Uttar Pradesh & Uttarakhand	
Number									
0 - 5	3	20			18	3		7	51
6 - 10	10	79	5	4	68	28	11	37	242
11 - 15	6	45	2	2	40	2	2	14	113
16 - 20		5	1		6	2		3	17
21 years and above									
Grand Total	19	149	8	6	132	35	13	61	423
Percent									
0 - 5	15.79	13.42	0.00	0.00	13.64	8.57	0.00	11.48	12.06
6 - 10	52.63	53.02	62.50	66.67	51.52	80.00	84.62	60.66	57.21
11 - 15	31.58	30.20	25.00	33.33	30.30	5.71	15.38	22.95	26.71
16 - 20	0.00	3.36	12.50	0.00	4.55	5.71	0.00	4.92	4.02
21 years and above	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grand Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Table 7: State-wise distribution of sample as per department

State	Department										
	Accounts and Credits Dept.	Engineering and Maintenance Dept.	Food and Beverage Service Dept.	Front Office Dept.	Housekeeping Dept.	Human Resources (HR) Dept.	Kitchen or Food Production Dept.	Purchase Dept.	Sales and Marketing Dept.	Security Dept.	Grand Total
Number											
Chandigarh	1	3	2	1	2	3	4	0	3	0	19
Delhi	5	13	34	30	12	17	22	4	10	2	149
Himachal Pradesh	0	2	1	0	2	1	1	0	1	0	8
Jammu & Kashmir	0	1	1	0	1	0	3	0	0	0	6
NCR	8	14	26	25	8	15	21	1	13	1	132
Punjab	1	2	5	7	4	4	7	2	3	0	35
Rajasthan	0	1	4	4	2	1	0	1	0	0	13
Uttar Pradesh & Uttarakhand	3	2	12	19	6	4	8		6	1	61
Grand Total	18	38	85	86	37	45	66	8	36	4	423
Percentage%											
Chandigarh	5.56	7.89	2.35	1.16	5.41	6.67	6.06	0.00	8.33	0.00	4.49
Delhi	27.78	34.21	40.00	34.88	32.43	37.78	33.33	50.00	27.78	50.00	35.22
Himachal Pradesh	0.00	5.26	1.18	0.00	5.41	2.22	1.52	0.00	2.78	0.00	1.89
Jammu & Kashmir	0.00	2.63	1.18	0.00	2.70	0.00	4.55	0.00	0.00	0.00	1.42
NCR	44.44	36.84	30.59	29.07	21.62	33.33	31.82	12.50	36.11	25.00	31.21
Punjab	5.56	5.26	5.88	8.14	10.81	8.89	10.61	25.00	8.33	0.00	8.27
Rajasthan	0.00	2.63	4.71	4.65	5.41	2.22	0.00	12.50	0.00	0.00	3.07
Uttar Pradesh and Uttarakhand	16.67	5.26	14.12	22.09	16.22	8.89	12.12	0.00	16.67	25.00	14.42
Grand Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Table 8: State wise distribution of sample according to designation of respondents

State	Banquet Manager	Chef Head	Front Desk Manager	Front Office Manager	General Manager (GM)	Manager Accounts	Manager Engineering	Manager Food and Beverage	Manager House Keeping	Manager Restaurant and Food Service	Manager Sales/Marketing	Manager HR / Admin	Steward	Grand Total
Number														
Chandigarh		3		1	2	1	2	1	2	1	2	3	1	19
Delhi	7	23	18	12	13	5	4	10	12	7	11	17	10	149
Himachal Pradesh		1			1		1	1	2		1	1		8
Jammu & Kashmir	1	2					1		1	1				6
NCR	2	16	13	12	12	8	4	17	8	5	13	15	7	132
Punjab		5	4	3	3	1	1	2	4	2	3	4	3	35
Rajasthan	2		2	2	1		1	2	2			1		13
Uttar Pradesh and Uttarakhand		8	10	9	2	3	1	7	6	2	6	4	3	61
Grand Total	12	58	47	39	34	18	15	40	37	18	36	45	24	423
Percentage %														
Chandigarh	0.00	5.17	0.00	2.56	5.88	5.56	13.33	2.50	5.41	5.56	5.56	6.67	4.17	4.49
Delhi	58.33	39.66	38.30	30.77	38.24	27.78	26.67	25.00	32.43	38.89	30.56	37.78	41.67	35.22
Himachal Pradesh	0.00	1.72	0.00	0.00	2.94	0.00	6.67	2.50	5.41	0.00	2.78	2.22	0.00	1.89
Jammu & Kashmir	8.33	3.45	0.00	0.00	0.00	0.00	6.67	0.00	2.70	5.56	0.00	0.00	0.00	1.42
NCR	16.67	27.59	27.66	30.77	35.29	44.44	26.67	42.50	21.62	27.78	36.11	33.33	29.17	31.21
Punjab	0.00	8.62	8.51	7.69	8.82	5.56	6.67	5.00	10.81	11.11	8.33	8.89	12.50	8.27
Rajasthan	16.67	0.00	4.26	5.13	2.94	0.00	6.67	5.00	5.41	0.00	0.00	2.22	0.00	3.07
Uttar Pradesh	0.00	13.79	21.28	23.08	5.88	16.67	6.67	17.50	16.22	11.11	16.67	8.89	12.50	14.42
Grand Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Table 9: State wise age distribution of sample

State	Age Group (Years)				
Row Labels	18-24	25-34	35-44	45-54	Grand Total
Number					
Chandigarh	2	11	5	1	19
Delhi	17	82	45	5	149
Himachal Pradesh	0	5	3	0	8
Jammu & Kashmir	0	4	2	0	6
NCR	13	71	42	6	132
Punjab	2	28	3	2	35
Rajasthan	0	11	2	0	13
Uttar Pradesh and Uttarakhand	5	40	14	2	61
Grand Total	39	252	116	16	423
Percentage %					
Chandigarh	5.13	4.37	4.31	6.25	4.49
Delhi	43.59	32.54	38.79	31.25	35.22
Himachal Pradesh	0.00	1.98	2.59	0.00	1.89
Jammu & Kashmir	0.00	1.59	1.72	0.00	1.42
Delhi NCR	33.33	28.17	36.21	37.50	31.21
Punjab	5.13	11.11	2.59	12.50	8.27
Rajasthan	0.00	4.37	1.72	0.00	3.07
Uttar Pradesh and Uttarakhand	12.82	15.87	12.07	12.50	14.42
Grand Total	100.00	100.00	100.00	100.00	100.00

Appendix II

Results of pilot testing

We have analysed the data with SPSS 22.0 statistical package.

Part A: Tables 1 and 2 shows alpha value and items total statistics respectively for Workplace Romance (WP) scale. All alpha values exceed 0.7. We have also analysed the reliability of individual variables by applying the so-called item-to-total correlations. All variables with low correlation values were omitted from further analysis.

Table 1: Reliability Statistics for WP scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.872	0.879	17

Table 2: Item-Total Statistics for WP scale

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WP1	54.27	77.791	0.533	0.864
WP2	54.47	80.345	0.349	0.871
WP3	54.33	78.364	0.597	0.862
WP4	54.13	79.482	0.475	0.866
WP5	54.24	77.825	0.574	0.863
WP6	54.24	77.825	0.574	0.863
WP7	54.51	77.437	0.623	0.861
WP8	54.27	77.609	0.636	0.861
WP9	54.24	78.825	0.41	0.869
WP10	54.16	78.634	0.492	0.866
WP11	54.64	76.28	0.535	0.864
WP12	54.87	76.345	0.477	0.867
WP13	55.04	74.134	0.536	0.864
WP14	54.84	73.543	0.577	0.862
WP15	54.64	77.598	0.445	0.868

WP16	54.69	77.992	0.441	0.868
WP17	54.62	79.331	0.365	0.871

Workplace romance awareness level was initially measured with 19 variables; we had to eliminate 2 one variables (WP2) and (WP6) because the value of the Cronbach's alpha to deleted items was coming more than alpha value i.e., 0.872.

Part B: Tables 3 and 4 shows alpha value and items total statistics respectively for Emotional Intelligence (EI) scale.

Table 3: Reliability Statistics for EI scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.894	0.895	14

Table 4: Item-Total Statistics for EI scale

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EI1	49.42	55.113	0.758	0.88
EI2	49.71	56.346	0.47	0.892
EI3	49.6	54.836	0.631	0.884
EI4	49.56	53.934	0.663	0.883
EI5	49.27	55.745	0.592	0.886
EI6	48.91	56.719	0.54	0.888
EI7	49.2	58.709	0.473	0.891
EI8	49.31	54.901	0.626	0.884
EI9	49.62	54.468	0.572	0.887
EI10	49.31	55.583	0.555	0.888
EI11	49.18	55.149	0.654	0.883
EI12	49.09	58.81	0.5	0.89
EI13	49.09	53.901	0.667	0.882
EI14	49.18	58.104	0.43	0.893

For the Emotional Intelligence scale, the alpha value was coming out to be 0.894, which is more than 0.7, which proves the reliability of the scale.

Part C: Tables 5 and 6 shows alpha value and items total statistics respectively for Employee Performance (EP) scale.

Table 5: Reliability Statistics for EP scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.811	0.809	15

Table 6: Item-Total Statistics for EP scale

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EP1	56.67	30.182	0.374	0.804
EP2	56.22	31.449	0.287	0.809
EP3	56.31	31.537	0.208	0.81
EP4	56.36	29.462	0.512	0.794
EP5	56.29	27.892	0.552	0.79
EP6	56.18	28.013	0.625	0.784
EP7	56.27	29.427	0.464	0.797
EP8	56.22	27.677	0.637	0.783
EP9	56.22	30.359	0.476	0.798
EP10	55.93	31.745	0.298	0.808
EP11	56.16	30.953	0.411	0.802
EP12	56.44	27.934	0.464	0.799
EP13	56.22	31.222	0.344	0.805
EP14	56.29	31.074	0.379	0.803
EP15	56.27	31.109	0.311	0.808

For the Employee performance scale, the alpha value was coming out to be 0.811, which is more than 0.7, which proves the reliability of the scale. On the other hand, the corrected item correlation is also more than 0.02, which means items are correlated to each other. Therefore, no item was deleted.

Appendix III

Questionnaire

This questionnaire is designed to understand the awareness level & perception of a manager towards Workplace Romance in his/her department. The information extracted shall be used purely for the fulfilment of PhD research work without harming the confidentiality of the same. Above all, we are greatly thankful for extending your support towards fulfilment of this survey. For your information this questionnaire consists of two parts: Part A is demographic details & Part B is survey statements, which consist of 2 parts. Survey statements have 5 responses (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, & 5-strongly agree) respondents are requested to kindly choose the appropriate response against every statement.

Part A: Demographic Details:

Gender: Male () Female ()

Department:

Designation:

Age (put tick mark):

18-24 () 25-34 () 35-44 () 45-54 () 55-64 () 65 & above ()

Years of experience (put tick mark):

0-5 yrs. () 6-10 yrs. () 11-15 yrs. () 16-20 yrs. () 21 yrs. & above ()

Part B: Survey Statements (tick the appropriate response)

(1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree)

Workplace romance

S.no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My subordinates are open about their personal lives in front of me.	1	2	3	4	5
2	Pattern of leaves taken by both the romantically involved partners helps me to know that individual is involved in workplace romance.	1	2	3	4	5

3	Change in body language after entering into relationship helps me to know that individual is involved in workplace romance.	1	2	3	4	5
4	Change in dressing style after entering into the relationship helps me to know that individual is involved in workplace romance.	1	2	3	4	5
5	Variance in the daily office arrival & leaving timings of the couple helps me to know that individual is involved in workplace romance.	1	2	3	4	5
6	Feeling of true love helps in building Workplace romance.	1	2	3	4	5
7	People involve in romantic relationships, as they want to do something adventurous.	1	2	3	4	5
8	Geographical similarity between the partners leads to workplace romance	1	2	3	4	5
9	On-going work requirement leads to workplace romance.	1	2	3	4	5
10	Occasional contacts between employees leads to workplace romance.	1	2	3	4	5
11	Liberal organizational culture & policies boost workplace romance in the organization.	1	2	3	4	5
12	Conservative organization culture & polices boost the occurrence of workplace	1	2	3	4	5

	romance in the organization.					
13	I feel organizational climate which is outcome based is less prone to emergence of workplace romance.	1	2	3	4	5
14	Cold Organizational climate which is only concerned about productivity is prone to emergence of workplace romance.	1	2	3	4	5
15	Hot Organizational climate which is concerned about employee well-being is prone to emergence of workplace romance.	1	2	3	4	5
16	Freedom to move in the work environment and to make contacts with co-worker's boost workplace romance in the organization.	1	2	3	4	5
17	Employee's attitude towards Workplace Romance helps them to enter or not to enter in the romantic relationship.	1	2	3	4	5

Emotional Intelligence

S.no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Person looks happier & comfortable in performing his/her duties after entering into a relationship	1	2	3	4	5
2	Person is optimistic & enjoys his/her work than before.	1	2	3	4	5
3	There is improvement in	1	2	3	4	5

	the self-esteem of an individual involved in the relationship					
4	There is positive impact on emotion regulation of a person after engaging into the relationship.	1	2	3	4	5
5	Person is good enough in managing his/her emotions & stress after involving into a relationship	1	2	3	4	5
6	There is an increase in self-motivation of a person after getting into the relationship.	1	2	3	4	5
7	Person has become impulsive in nature after entering into a relationship.	1	2	3	4	5
8	There is positive impact on emotion expression of an individual after involving into a relationship.	1	2	3	4	5
9	Person become empathetic after involving into the relationship.	1	2	3	4	5
10	There is improvement in emotion perception of an individual after getting into the relationship.	1	2	3	4	5
11	The social behaviour has become friendlier after engaging in a relationship.	1	2	3	4	5
12	There is improvement in social awareness of the person after being involved in a relationship.	1	2	3	4	5
13	Person is good in managing relationships	1	2	3	4	5

	with co-workers after getting into the relationship.					
14	Person communicates with other departmental members without any hesitation after being into a relationship.	1	2	3	4	5

Employee performance

S.no	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Workplace relationships affect the employee Productivity	1	2	3	4	5
2	Arrives for work & meetings on time after engaging in a relationship.	1	2	3	4	5
3	Meets work deadlines after engaging in a relationship	1	2	3	4	5
4	Responsive & timely communicates when required after engaging in relationship.	1	2	3	4	5
5	Identifies problem related to his/her work area after engaging in a relationship.	1	2	3	4	5
6	Take interest in solving the work-related problems after getting into workplace romance.	1	2	3	4	5
7	Take appropriate actions on problems as necessary after entering into workplace romance.	1	2	3	4	5
8	Keeps his/her work on first priority during working hours & complete it well in time	1	2	3	4	5

	after entering into relationship.					
9	Takes initiative as per the requirement of work after engaging into a relationship.	1	2	3	4	5
10	Give new ideas and solution while working after involving in a relationship	1	2	3	4	5
11	Deals effectively and professionally with co-workers after getting into the relationship	1	2	3	4	5
12	Deals effectively and professionally with employees of the other departments after engaging into a relationship.	1	2	3	4	5
13	Help co-worker in performing their work efficiently after entering into the relationship	1	2	3	4	5
14	Deals effectively with the confidential information.	1	2	3	4	5
15	Manage information and data effectively after involving in a relationship.	1	2	3	4	5

Thank you

Appendix IV

List of Item Codes

Item code for Workplace Romance construct

S.no	Items	Item code
1	My subordinates are open about their personal lives in front of me.	WP1
2	Pattern of leaves taken by both the romantically involved partners helps me to know that individual is involved in workplace romance.	WP2
3	Change in body language after entering into relationship helps me to know that individual is involved in workplace romance.	WP3
4	Change in dressing style after entering into the relationship helps me to know that individual is involved in workplace romance.	WP4
5	Variance in the daily office arrival & leaving timings of the couple helps me to know that individual is involved in workplace romance.	WP5
6	Feeling of true love helps in building Workplace romance.	WP6
7	People involve in romantic relationships, as they want to do something adventurous.	WP7
8	Geographical similarity between the partners leads to workplace romance	WP8
9	On-going work requirement leads to workplace romance.	WP9
10	Occasional contacts between employees leads to workplace romance.	WP10
11	Liberal organizational culture & policies boost workplace romance in the organization.	WP11
12	Conservative organization culture & polices boost the occurrence of workplace romance in the organization.	WP12
13	I feel organizational climate which is outcome based is less prone to emergence of workplace romance.	WP13
14	Cold Organizational climate which is only concerned about productivity is prone to emergence of workplace romance.	WP14
15	Hot Organizational climate which is concerned about employee well-being is prone to emergence of workplace romance.	WP15
16	Freedom to move in the work environment and to make contacts with co-worker's boost workplace romance in the organization.	WP16
17	Employee's attitude towards Workplace Romance helps them to enter or not to enter in the romantic relationship.	WP17

Table 3.3: Item codes for Emotional Intelligence construct

S.no	Items	Item code
1	Person looks happier & comfortable in performing his/her duties after entering into a relationship	EI1
2	Person is optimistic & enjoys his/her work than before.	EI2
3	There is improvement in the self-esteem of an individual involved in the relationship	EI3
4	There is positive impact on emotion regulation of a person after engaging into the relationship.	EI4
5	Person is good enough in managing his/her emotions & stress after involving into a relationship	EI5
6	There is an increase in self-motivation of a person after getting into the relationship.	EI6
7	Person has become impulsive in nature after entering into a relationship.	EI7
8	There is positive impact on emotion expression of an individual after involving into a relationship.	EI8
9	Person become empathetic after involving into the relationship.	EI9
10	There is improvement in emotion perception of an individual after getting into the relationship.	EI10
11	The social behaviour has become friendlier after engaging in a relationship.	EI11
12	There is improvement in social awareness of the person after being involved in a relationship.	EI12
13	Person is good in managing relationships with co-workers after getting into the relationship.	EI13
14	Person communicates with other departmental members without any hesitation after being into a relationship.	EI14

Table 3.4: Items selected for Employee Performance construct

S.no	Items	Item code
1	Workplace relationships affect the employee Productivity	EP1
2	Arrives for work & meetings on time after engaging in a relationship.	EP2
3	Meets work deadlines after engaging in a relationship	EP3

4	Responsive & timely communicates when required after engaging in relationship.	EP4
5	Identifies problem related to his/her work area after engaging in a relationship.	EP5
6	Take interest in solving the work-related problems after getting into workplace romance.	EP6
7	Take appropriate actions on problems as necessary after entering into workplace romance.	EP7
8	Keeps his/her work on first priority during working hours & complete it well in time after entering into relationship.	EP8
9	Takes initiative as per the requirement of work after engaging into a relationship.	EP9
10	Give new ideas and solution while working after involving in a relationship	EP10
11	Deals effectively and professionally with co-workers after getting into the relationship	EP11
12	Deals effectively and professionally with employees of the other departments after engaging into a relationship.	EP12
13	Help co-worker in performing their work efficiently after entering into the relationship	EP13
14	Deals effectively with the confidential information.	EP14
15	Manage information and data effectively after involving in a relationship.	EP15

Appendix V

Sample of “Workplace Romance Policy” or “Dating Policy”

Name of the policy: Workplace Romance Policy Document

Purpose

Our workplace romance policy is designed to provide necessary guideline to the employees when they romantically or sexually get involved with their colleagues or other employees at workplace. This policy clearly defines the acceptable behaviour of an employee involved in workplace romance.

Organization do not impose any restrictions on employee dating at workplace, this policy is designed to make sure that such relationships do not give rise to any problems or issues within the organization.

Scope

The policy is applicable to all the employees working in this organization regardless of designation, gender or sexual orientation.

The term “Workplace Romance” covers all the consensual romantic relationship or sexual relationships between the two partners. Non -consensual relationships are strictly prohibited as per this policy.

Terms and conditions

A. Employee relationship

1. Due to sensitivity issues the hierarchical romance should be reported in the HR department by the romantically involved partners as soon as it starts.
2. Individual involved in the relationship defined by the policy ensure that they are in consensual relationship which is free from any type of conflict or harassment. In this context organization may ask the partners to sign a document acknowledging that the said relationship is consensual and will not give rise to any awkward situation within the organizational premises.
3. Any relationship between a senior and junior employee (within the department or outside the department) will be treated as a sensitive issue. In such a situation, if any unethical behaviour shall be noticed, the senior employee may be subject to demotion/ transfer/termination to remove the conflict of interest and junior may be subject to transfer or termination.

4. The romantic relationship between two professional peers shall be treated as fair until and unless it leads to some unwanted behaviour at workplace. In case any unprohibited behaviour shall be observed, one of the individuals may be subject to transfer or termination. Organization will provide an opportunity to select one of the employees who will be subject to change his/her employment status (Transfer or Termination). In case the individuals fail to make the decision, the organization will do so.
5. The romantic partners who want to get marry with their mutual consent is acceptable under this policy. In such as case if any unwanted behaviour of the married couple will be noticed, either of the partners shall be subject to transfer or termination.
6. In case of dissolved relationship, no partner is allowed to expose the personal information or any type of intimate detail of the other partner which give rise to the situations like bullying, gossiping and hostility at the workplace. In case such as situation arises, the dominant partner will be subject to termination as per the organizational decision.
7. In case an employee is involved in a romantic relationship with the clients outside the organization especially in case of marketing or other departments dealing with outside clients, should keep their personal relationship outside the organization. In case any unwanted behaviour shall be noticed withing the company premises, the organization is free to take necessary action after investigating the matter.

B. Professionalism

1. Employees working in each and every department of the organization regardless of their designation must behave in a professional manner all the times specially if they are involved in workplace romance.
2. No manager involved in romance with the junior is allowed to recruit/interview or hire any person in relationship with the dating partner whether relative or friend until and unless verified by the Human Resource Department.
3. Employee involved in romantic relationship must treat co-workers with respect and refrain the behaviour that may make another feel uncomfortable.

4. Romantic partners must not display the actions like using sexual language, over display of physical affection towards the romantic partner, flirting and kissing within the organization premises.
5. The behaviour like unwanted flirting, bad touching or any other behaviour comes under the category of sexual harassment is strictly prohibited within the organizational premises and during any type of social event organized by the organization whether outside or inside the premises.
6. Distracting the co-workers from their duties by discussing one's relation must be avoided as this type of behaviour is a part of unprofessionalism at workplace.
7. Employee must avoid unnecessary visits to the other department in case he/she is in relationship with the different departmental member.
8. Distracting from the work by excessive calling or exchanging instant messages with opposite partner must be avoided during working hours.
9. The utilization of equipment's like official mobile phone, landline, printers, computers, cabs or any other facility provided for official work should not be used for personal communication with the romantic partner.
10. In case of dissolved relationship, a high level of dignity must be maintained by both the partners. Any personal piece of information about the mental or physical status of the ex- partners which leads to workplace bullying, sexual harassment, retaliation, gossiping and embracement should not be discussed in the organization.
11. Any type of favour related to employee performance, promotion and increment should not be given from either of the two partners in relationship.
12. Transferring any type of work-related task (projects, reports, document preparation etc) responsibility to the other partner for means of helping is strictly prohibited as per the organizational policy.
13. In the situation choosing a team leader in certain task or project, one should avoid the selection of the opposite partners as it leads to favouritism.

C. Confidentiality

1. Any piece of information related to organization is a matter of confidence and should never be disclosed to anyone in the organization until and unless its officially.
2. Employee involved in workplace romance in any ways is not allowed to share any type of organizational information whether in written or oral form with the dating partner.
3. No manager involved in workplace romance with its junior is allowed to share the information related to performance appraisal, salary hike, promotion or increment to his/her dating partner.
4. Employee involved in the romantic relationship with the external client is not allowed to share any document or information whether in written or oral form with the client. In case of disclosure the said employee is subject to termination as per the organizational policy.
5. No employee is allowed to share any organizational information to the dating partner in case one has quit the organization.
6. No employee is allowed to share any type of departmental information with the dating partner in case one is in different department.
7. Violation of confidentiality rule is subject to termination of both the partners as per the organizational decision.
8. List of confidential information is here under:
 - a. Any information related to performance appraisal, salary figures, promotions, increments etc.
 - b. Information related to data of Partners/Customers/Vendors.
 - c. List of customers whether existing or prospective.
 - d. Formulas, Patents or any type of information related to new technology.
 - e. Various strategies related to marketing, pricing or human resource.
 - f. Entrusted data provided by external parties to the organization.
 - g. Any type of unpublished goals, initiatives or forecasted labelled as confidential.
 - h. Or any information whether written or oral marked as confidential by the organization.

Acknowledgement

I, _____ acknowledge that I have reviewed and understand the policies and guidelines within the document provided by Company. I understand it is my responsibility to comply with and implement all policies and procedures included in this document.

Employee signature

Manager (HR) signature

Name of the employee