

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Human is such a wonderful creature that has intelligence, spiritual, and emotionally equipped creature. Undeniably, those aspects cannot be removed from our daily life activities; like playing, learning, even working. These past years, in this 20th century people can clearly see that the shift of the paradigm of people about equalization has been changed, especially in Indonesia; as we remember the struggle of R.A. Kartini trying to equalize the woman in the perspective of people. Now, Woman can do works as much of the Man can do in the career context. Career Woman becomes cultural, as the average number of hours spent at work has also increased since the 1980s (Kaufman & Hotchkiss, 2003). The existence of woman in the workplace from one stand point is a good thing as woman equalization is appeared to be true, from another point of view this giving a challenge to the Human Resource department. The presence of two different gender undeniably can develop a possibility of Office Romance.

Office romance things are not avoidable and it is not an illegal act to have romance in workplace and supported by Human Act Right 1998. However, although the words 'romance' is such a beautiful and so meaningful words for the world, many companies take it seriously in term of their workplace. Many companies now take this problem seriously even the world see this as a fluffy sparkling; that is why many managers try to avoid this issues as they were trying to avoid a sleeping dragon. Reported by SHRM, in 2005 only 20 percents of the subjects which are many professionals Human Resource people stated that they have verbal policies on term of Workplace Romance; but now, in 2013 it's increased into 42 percents of them have it; it's almost 100% increase just in eight years. Their act is not unreasonable; simply they did it because of the impact that given by the romance of workplace situation (Wilkie D, 2013, retrieved from shrm.org)

Basically, there are some reasons which are used by companies due to supporting the workplace romance ban, which are Moral and Religious. Moral and religious used because workplace environment will possibly harm someone's marriage which is supported by Aberg (2004) finding, which is a person is about 70 percent more likely to divorce if all of his or her coworkers are of the opposite sex and of appropriate age, compared to when all coworkers are either of the same sex, or are too old or too young to be interesting as potential partners. There is no significant difference in effect between the sexes; that is, married men and women are about as susceptible to the influence of those of the opposite sex. This result strongly suggests that the opportunity to find a spousal alternative increases the risk of divorce (Aberg, 2004).

Sexual Harassment is most likely the 'most favorable' reasons for companies to use, since can be found in many articles and research. Dean (1996) states that a predominant motivating factor for employer regulation of employee personal relationships is the fear of sexual harassment liability, arising in particular from coworker relationships that have 'turned sour'. Boyd C. (2010) stated a possibility, if this workplace romance breaks down, then one partner's attempts at reconciliation may come to be perceived by the other former partner as harassment. The employer may be held responsible for not protecting that employee from such harassment.

Inherent Conflict of Interest also becomes the reason for company to ban workplace romance because of the differences of interest or even purpose of the relationship that could be wrong. As stated by Depalo (1996) also Pierce and Aguinis (1997), if the relationship is between a superior and a subordinate, there is the possibility that one of the subordinate's coworkers might sue for sexual harassment because of real or perceived favoritism arising from the relationship. It is understandable that other co-worker (subordinates) will try to help their co-worker which is in the relationship because they think that the girl as subordinates is being harassed and forced since superior has the power to do so. It is also

understandable that other subordinates feel the discrimination among them because of the real romance in workplace between superior and subordinates.

Productivity could be the classic reason of all time; not only at workplace, even at school between students in High School at example, that many of parents stated that having relationship will drive the student become lazy as a common stigma and paradigm even in Indonesia. In term of workplace relationship, Pierce et al. (1996) found that a substantial proportion of the literature indicates that job productivity can be negatively affected by workplace liaisons.

But on further research by Pierce (1998) also in contradicted the first one; the researcher founding is participating in a workplace romance may not be entirely detrimental to an individual's performance at work. The researcher argued that previous workplace romance research may have used unreliable measures of work performance, and that there is some literature to support the view that romance can have a positive effect on productivity.

Boyd (2010) in his research stated that there is no benchmark evidence in the literature of any attempt to compare productivity gains or losses resulting from an employee dating someone inside the firm compared to dating someone from outside the firm, nor compared to other external personal circumstances that might be suspected of affecting an employee's productivity. Even though there are many possibilities for negative outcomes from failed workplace romance, other researcher also stated about the positive ones which are cited by Ariani et al. (2011), such as (1) Long-Term Relationships: Contrary to popular belief, most workplace romances are sincere, love-motivated, long-term companionate or passionate relationships as opposed to short lived flings or job motivated utilitarian relationships (Dillard, Hale, & Segrin, 1994); (2) Enhanced Job Performance: To the contrary, the Studies indicate that participating in a workplace romance (a) can increase or decrease one's job performance (Quinn, 1977), (b) is not associated with one's job performance (Dillard & Broetzmann, 1989; Pierce & Aguinis, 2003) or does not lead to performance decrements

(Dillard, 1987; Dillard et al., 1994), and (c) is positively associated with one's job performance (Pierce, 1998); (3) Increased Job Satisfaction: research indicates that participating in a satisfying workplace romance is positively associated with one's overall job satisfaction (Pierce & Aguinis, 2003); (4) Increased Job Involvement and Organizational Commitment: Love-motivated workplace romances are positively associated with female participants' levels of job involvement (Dillard, 1987) and there is a small positive association between participating in a workplace romance and one's level of organizational commitment (Pierce & Aguinis, 2003).

A survey of 7,700 workers found that nearly 40% of staff admitted to having a relationship with a colleague at some point in their career, 38% of survey respondents said they had dated a colleague and 17% admitted they had done it more than twice (People Management, 2012). Many companies try to ban and regulate this relationship based on many reasons, like religious, conflict of interest, productivity and even fear of sexual harassment lawsuits. The thing that needed to be questioned about all of those reasons are whether it is a correct action to ban workforce romance for all of those reasons also whether that problem on the reasons above can't happen without workforce romance. The answer is yes; since everything has their own opportunity cost, there must be some in this workplace romance ban also.

Since workplace romance is undeniably has such a huge impact even to the company and worker itself and based on the facts of the many researches given, the writer of the essay try to dig in deeper into this research entitled **THE EFFECT OF WORKPLACE ROMANCE, TASK AND CONTEXTUAL PERFORMANCE TOWARDS JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTION.**

1.2. Research Problems

1. Does Workplace Romance significantly affecting Job Satisfaction?
2. Does Task Performance significantly affecting Job Satisfaction?
3. Does Contextual Performance significantly affecting Job Satisfaction?
4. Does Workplace Romance significantly affecting Organizational Commitment?
5. Does Organizational Commitment significantly affecting Turnover Intention?
6. Does Job Satisfaction significantly affecting Turnover Intention?

1.3. Research Objectives

Objectives of the research are:

1. To show that Workplace Romance, Task Performance, and Contextual Performance can significantly affect towards Job Satisfaction
2. To show that Workplace Romance can significantly affect towards Organizational Commitment.
3. To show that Job Satisfaction and Organizational Commitment regarding workplace romance can affect worker' or employee' Turnover.

1.4. Research Contribution

1. Theoretical
Can be used as references for any future researches of Workplace romance effects on Task Performance, Contextual Performance, and Turnover intention in the relation with Job Satisfaction also Organizational Commitment
2. Empirical
Can be used as references for companies in term of decision and policy making in term of workplace romance that may result in employee's performance and satisfaction.

1.5. Research Limitation

This research is limited on factors affecting Workplace Romance, Job Satisfaction, Job Performance, Organizational Commitment, and Turnover Intention to the workers which is involved in the Workplace Romance, which are couple that working together in same organization and no restriction about working couple, in Surabaya This research were conducted on May 2016 until June 2016

1.6. Research Outline

CHAPTER I : INTRODUCTION

This chapter consists of background of the study, research problems, research objectives, research contribution, research limitation, and research outline

CHAPTER II : LITERATURE REVIEW

This chapter consists of: Literature review of Workplace romance, Task and Contextual Performance, Job satisfaction, Turnover intention, and Organizational Commitment; Relations among variables; Previous study and theoretical framework; also Operational Framework

CHAPTER III : RESEARCH METHODOLOGY

This chapter consists of Research design, Research variables, Data collection method, also Method and data analysis

CHAPTER IV : RESULTS AND DISCUSSION

This chapter consists of Description of the Data, Hypothetical Test Result, Classical Assumption Test, Data Analysis, as well as Discussion and Interpretation of The Occurred Result

CHAPTER V : CONCLUSION, SUMMARY, AND RECOMMENDATIONS

This chapter consists of Conclusion, Summary, and Recommendations