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## HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# The Effect of Workplace Romance on Job Performance Mediated by Job Engagement Among Employees: Case Study From PKU Muhammadiyah Hospital Surabaya, Indonesia

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**Abstract:** This study investigates how the workplace affects job performance through employees' job engagement at PKU Muhammadiyah Hospital Surabaya. Using a quantitative explanatory methodology, the research utilized Structural Equation Modeling with Partial Least Squares (SEM-PLS), used in this work via SmartPLS software. A structured survey was used to gather information from 141 workers. The findings reveal a positive relationship between workplace romance and job performance, with a path coefficient of 0.132. A positive relationship between workplace romance and job engagement, with a path coefficient of 0.650. There is a positive relationship between job engagement and job performance, with a path coefficient of 0.780. A positive relationship between workplace romance and job performance through job engagement of employees at PKU Muhammadiyah Hospital Surabaya, with a path coefficient of 0.507.

**Keywords:** Workplace Romance, Job Engagement, Job Performance, Structural Equation Modeling.

**JEL Classification Code:** J24, M12, M54, L20

## 1. INTRODUCTION

Hospital service activities can develop if they are supported by the capabilities of employees who can produce the best performance. Unfortunately, team member performance is often one of hospital institutions' biggest challenges. This is because it is difficult to understand job performance's supporting factors and triggers (Jung & Yoon, 2020). Job performance must always receive supervision and control from the hospital so that hospital service business activities run stably and smoothly according to company goals. The company's sustainability depends on hospital employees' productivity, which is assessed based on the success of job performance in providing health services (Riyanto & Endri, 2021).

Excellent job performance is demonstrated by employees' punctuality in completing work and success in achieving work targets determined by the company. Job performance is considered harmful when job targets are not achieved, work is delayed and incomplete, and even work results do not match what the company expects (Yandi & Havidz, 2022). Poor job performance impacts the productivity or operational results of the company as a whole, becoming hampered and decreasing, and in the worst case, the company suffers losses. Job performance is generally assessed based on the team member's ability to understand the job, work skills, workability, interpersonal relationships, and ability to communicate (Hung, Wang, Tian, Lin, & Liu, 2022). Company goals can be achieved if fellow employees can work together well (Khalilzadeh & Pizam, 2021).

One of the companies or institutional institutions experiencing job performance problems is PKU Muhammadiyah Surabaya Hospital, which operates in health services and was founded in 1965 with a current number of up to 140 employees. The problem related to job performance at PKU Muhammadiyah Surabaya Hospital, based on data obtained from interviews with the owner through

face-to-face meetings, is that employees are less consistent in showing good work results. Performance evaluation targets often decrease for employees in the human resources management department.

Performance evaluation data as a form of employee performance results fluctuates but tends to decrease from December 2021 to December 2023. Based on the data, it is known that there are problems with performance evaluation, such as often making mistakes in summarizing financial reports and checking the availability of goods and health services. Errors in calculating or collecting data on goods impact the administration system and the company's revenue bookkeeping. The impact that occurs due to administrative errors is that the number of goods ordered by the company is not controlled correctly, does not match the needs of the facts on the ground; there is a mismatch between the income received by the company and the number of sales and discrepancies in financial reports. One of the causes that influence job performance is that employees feel comfortable at work by having a positive perception of the extent to which workplace romance is formed, and caring for employees is part of workplace romance (Chory & Hoke, 2020). This is supported by the results of an interview with one of the employees, who stated that the conditions of the workplace and employees and the intensity of togetherness are supported when carrying out work. The above phenomenon can be explained through the concept of workplace romance in the workplace. The concept of workplace romance in the workplace receives input from employees regarding ideas for changing the work system to make it better (Hung, Wang, Tian, Lin, & Liu, 2022).

According to (Jung & Yoon, 2020), workplace romance can be interpreted as a workplace condition where the organization supports employees to create a romantic feel. Workplace romance is also related to employees' perceptions of how much the organization values their contribution and its concern for welfare, especially in employee performance (Sidhu, Nazneen, & Bhalla, 2020). The company's values and goals will be easier to achieve if there is workplace romance. Workplace-romance can help organizations form positive relationships between employees. Workplace romance can improve performance (Chory & Hoke, 2020). Employees often meet with many parties and then socialize at work, which increases their potential for involvement in romantic relationships (Jung & Yoon, 2020). Workplace romance or romance in the workplace, which often occurs in an organization, is related to romantic attraction to each other, which impacts changes in employees' emotions when working (Yan, Ni, Chien, & Lo, 2021). Workplace romance conditions that share romantic nuances form positive feelings and relationships with individuals in a positive atmosphere that often increases team member productivity (Sidhu, Nazneen, & Bhalla, 2020). Workplace romance or romance in the workplace appears to have quite a significant influence on employee behavior at work, so it has an impact on overall organizational performance (Saleem, Shenbei, & Hanif, 2022).

The current competitive conditions of the world of work require every individual to work optimally. The various work conditions and activities carried out by employees impact the intensity of meeting, collaborating, socializing, and working together to complete various work tasks. These interactions lead to feelings of attachment between co-workers (Sidhu, Nazneen, & Bhalla, 2020). (Ivancevich, Konopaske, & Matteson, 2009) explains that interactions related to work activities provide opportunities in the workplace to share ideas, feelings, and various habits with employees with similar interests (Khalilzadeh & Pizam, 2021). Various interactions by sharing ideas and experiences lead to a sense of togetherness and create attraction among fellow employees, especially members of the opposite sex (Chory & Hoke, 2020). Getting together with colleagues while completing work tasks impacts emotional attraction, which plays an important role in creating romantic conditions in the workplace (France, 2022).

According to (Jung & Yoon, 2020), the opinion influencing job performance states that job engagement means employees who feel involved in their work will influence job performance. This condition shows that organizations need to provide facilities to employees and create a conducive work atmosphere regarding the behavior of superiors and co-workers, which can influence job performance; this will be related to employee productivity. According to (Yan et al., 2021), job engagement is related to the behavioral patterns of superiors and co-workers influencing job performance. Support, assistance, and clear direction from superiors and co-workers have a significant impact on improving employee work. The mediating effect of employee engagement is assessed to explain increased team performance in supporting organizational performance (Riyanto & Endri,

2021). According to (Yandi and Havidz, 2022), an employee's relationship with organizational involvement and identification positively impacts productivity. (Robbins & Judge, 2019) stated that the primary concern of having a human resources organizational unit is to find accurate measurements to estimate team member commitment and develop everything related to increasing commitment to the organization.

According to (Hung et al., 2022), when employees and organizations create a social relationship based on mutual trust, it will create a commitment to work. Job engagement helps create good, positive relationships between coworkers and superiors. A good social and psychological atmosphere can form trust (Jung & Yoon, 2020). The positive impact of a good relationship between employees and superiors for an organization is to improve performance so that employees with a high commitment to the organization are less likely to leave the organization than relatively uncommitted employees (Chory & Hoke, 2020). Employees with high organizational commitment are more stable and productive so that, in the end, it is more profitable for the organization (Ivancevich et al., 2009). Commitment to the organization means that employees consider their position more than just formal membership because it includes an attitude of liking the organization and a willingness to exert a high level of effort to benefit the organization in its efforts to achieve goals. An employee's high level of commitment reflects the employee's high level of responsibility in carrying out their duties. Employee responsibility will be demonstrated through work-related behavior supporting organizational goals (France, 2022).

## 2. LITERATURE REVIEW

### 2.1. Job Performance

According to Jung and Yoon (2020), job performance is the responsibility for achieving certain work results by the team member's authority and responsibilities as assessed by the direct superior. Employee performance can also be seen in the following:

- a. Quantity of work, namely the work results obtained in a specified period.
- b. Quality of work, namely the quality of work achieved based on the conditions of suitability and readiness.
- c. Job knowledge, namely the breadth of knowledge about the job and its skills.
- d. Cooperative, willingness to work with other people (work together with a team or group).
- e. Initiative, namely the enthusiasm to carry out new tasks and increase responsibility.

According to (Robbins & Judge, 2017) it is explained that individual employee performance can be seen in three criteria as follows:

- a. For individual task outcomes, if ends count rather than means, management should evaluate an employee's task outcome. Using task outcomes, a plant manager can judge on criteria such as quality produced, scrap generated, and cost per production unit. This means that individual employee performance can be assessed in the first three terms of results- individual task results. Individual task results can be assessed by organizations, business entities, and companies where there are performance standards by the type of work based on a specific period. Employees who perform according to standards are categorized as able to do their work well.
- b. Behavior: Identifying specific outcomes directly attributable to an employee's action is difficult. This is particularly true of individuals in staff positions and individuals whose work assignments are intrinsically part of a group effort. Behavior: A company indeed consists of many subordinates and superiors. It is a workgroup with different behaviors; therefore, employees must have good and correct behavior According to their respective jobs.
- c. Traits, the weakest of criteria still widely used by organizations, are individual traits. They are weaker than either task outcomes or behaviors because they are farthest removed from the actual performance of the job itself. Characteristics or traits are the weakest part of the existing performance criteria. Characteristics or characteristics of employees generally last a long time

and remain constant over time. However, changes and interventions from outside parties, such as holding training, will affect performance in several ways.

Job Performance shows that individual workers or employees can work responsively, reasonably, and efficiently to achieve the best performance results where performance is considered a composite equipped with four elements, namely availability, productivity, competence, and responsiveness, in particular in solving various production problems (Khalilzadeh & Pizam, 2021). Human resource management is a performance definition that limits the work results obtained by a worker in a certain period compared with the organization's measurement standards on the productivity achieved (Chory & Hoke, 2020). Performance is often assessed based on work results related to physical ability, skills, communication, cooperation, punctuality, and focus or concentration on tasks. Identified where the most important criteria are the results of job analysis (Colquitt, 2011). According to (Ivancevich et al., 2009) it is explained that performance is defined as the development of goals that can be calculated, and it is not only a matter of what is achieved but, more than that, how the process of achieving this is identified standards of accuracy, completeness, cost, and high speed. Indicators for measuring job performance, according to (Jung & Yoon, 2020), are as follows:

- a. The number of worker achievements completed exceeds the established standards
- b. Contribute more to the effectiveness of the work unit compared to most other parties in the same work unit
- c. The level of performance of the work completed achieves the highest results compared to other employees.
- d. The number of work achievements carried out is considered the best.

## 2.2. Workplace Romance

Romantic conditions in the workplace have an impact on the existence of intimate and close relationships between two parties in an organization with the aim of sexual attraction and communicated affection (France, 2022). The parties involved know this relationship goes beyond professional work and impacts personal relationships (Chory & Hoke, 2020). The conceptualization of workplace romance is based on how workplace romance is linked to team member behavior and organizational performance (Yan et al., 2021). Workplace romance related to romance in the workplace must be separated between personal interests and the work industry separately or distinguish between the realm of public affairs and the realm of private affairs (Khalilzadeh & Pizam, 2021). According to Jung & Yoon (2020), workplace romance can be interpreted as a workplace condition where the organization supports employees to create a romantic feel. Workplace romance is also related to employee's perceptions of the extent to which the organization values their contribution and the organization's concern for welfare, especially in employee performance (Sidhu et al., 2020). The company's values and goals will be easier to achieve if there is workplace romance. Workplace-workplace romance can help organizations form positive relationships between employees. Workplace romance can improve performance (Chory & Hoke, 2020). The indicators for measuring workplace romance, according to Jung & Yoon (2020), are as follows:

- a. Romantic relationships encourage better communication between the two workers involved.
- b. Romantic intimacy between coworkers can create a more harmonious work environment.
- c. Any worker who directs romantic attention towards another is judged to be reprimanded\*.
- d. Organizations should ignore romantically oriented behavior between coworkers affecting productivity.
- e. Will never get romantically involved with a coworker.
- f. It is okay for individuals to seek dating or marriage partners at work.
- g. Agree with romantically oriented behavior that is common in the workplace.

### 2.3. Job Engagement

According to (Hung et al., 2022), job engagement is self-awareness that allows employees to recognize feelings and manage their own emotions, linking targets with maximum achievement through physical performance. It involves self-motivation and focusing on a goal rather than demanding immediate fulfillment. (Yan et al., 2021) define job engagement as an individual willing to show high work enthusiasm, recognize one's emotions, manage emotions, motivate oneself, recognize other people's emotions, and build good relationships with others. (Schaufeli & Bakker, 2004) It explains engagement in four constructs: personal engagement, team member engagement, burnout engagement, and work engagement. Personal engagement is based on job involvement, organizational commitment, and intrinsic motivation. Personal engagement and disengagement are physical behaviors shown by someone when working, accompanied by cognitive and emotional involvement. Workers who are genuinely involved in work tend to understand more physically, cognitively, and emotionally in carrying out their work roles to monitor and control themselves and the feelings and emotions they experience while working (Yandi & Havidz, 2022).

According to Jung and Yoon (2020), job engagement is a person's ability or desire as a member of an organization or company to be involved directly or indirectly in completing work. These various involvements are physical, cognitive, and emotional. This aspect explains various forms of individual involvement in completing work tasks. The physical aspect is related to the physical energy a worker exerts in the work process. The cognitive aspect is related to employees' sense of confidence in organizational colleagues, leaders, the work environment, and the conditions of the work situation. The emotional aspect relates to workers' feelings regarding a positive or negative atmosphere towards the company's organizational environment (Hung et al., 2022). The indicators for measuring job engagement, according to (Jung & Yoon, 2020), are as follows:

- a. Be proud of the work done.
- b. At work, you feel full of energy and work enthusiasm.
- c. Highly involved in every job.
- d. Seriously devote yourself to every job

### 2.4. Hypotheses Development

According to Jung & Yoon (2020), workplace romance can be interpreted as a workplace condition where the organization supports employees to create a romantic feel. Workplace romance is also related to team members' perceptions of the extent to which they value their contribution and the organization's concern for welfare, especially in employee performance (Sidhu et al., 2020). The company's values and goals will be easier to achieve if there is workplace romance. Workplace-workplace romance can help organizations form positive relationships between employees. Workplace romance can improve performance (Chory & Hoke, 2020). For that reason, the hypotheses of this research are:

H1: Workplace romance has a positive correlation with Job Performance

Ivancevich et al (2009), Interactions related to work activities provide opportunities in the workplace to share ideas, feelings, and various habits with similar interests between employees (Khalilzadeh & Pizam, 2021). Various interactions by sharing ideas and experiences lead to a sense of togetherness and create attraction among fellow employees, especially members of the opposite sex (Chory & Hoke, 2020). Getting together with colleagues while completing work tasks impacts emotional attraction, which plays an important role in creating romantic conditions in the workplace (France, 2022). (Yan et al., 2021) define job engagement as the condition of individuals willing to show high work enthusiasm, recognize their own emotions, manage emotions, motivate themselves, recognize other people's emotions, and build good relationships with others. For that reason, the hypotheses of this research are:

## H2: Workplace Romance has a positive correlation with Job Engagement

According to Jung & Yoon (2020), these various involvements are physical, cognitive, and emotional. This aspect explains various forms of individual involvement in completing work tasks. The physical aspect is related to the physical energy a worker exerts in the work process. The cognitive aspect is related to employees' sense of confidence in organizational colleagues, leaders, the work environment, and the conditions of the work situation. The emotional aspect relates to workers' feelings regarding the positive or negative atmosphere towards the company's organizational environment (Hung et al., 2022). Performance is often assessed based on work results related to physical ability, skills, communication, cooperation, punctuality, and focus or concentration on tasks. Identified where the most important criteria are the job analysis results (Colquitt, 2011). For that reason, the hypotheses of this research are:

## H3: Job Engagement has a positive correlation with Job Performance

Workplace romance is also related to team members' perceptions of the extent to which they value their contribution and the organization's concern for welfare, especially in employee performance (Sidhu et al., 2020). The company's values and goals will be easier to achieve if there is workplace romance. Workplace-workplace romance can help organizations form positive relationships between employees. Workplace romance can improve performance (Chory & Hoke, 2020). Getting together with colleagues while completing work tasks impacts emotional attraction, which plays an important role in creating romantic conditions in the workplace (France, 2022). Job engagement is the condition of an individual willing to show high work enthusiasm, recognize one's emotions, manage emotions, motivate oneself, recognize other people's emotions, and build relationships with other people. For that reason, the hypotheses of this research are:

H4: Workplace Romance has a positive correlation with Job Performance through Job Engagement

### 3. RESEARCH METHOD AND MATERIALS

Partial least squares (PLS) with structural equation modeling (SEM) using the SmartPLS software is appropriate for this research for several reasons. Firstly, SEM-PLS allows for the simultaneous analysis of many dependent and independent variables, making it a good choice for complicated model analysis incorporating multiple constructs and indicators. Second, SEM-PLS is robust even with small to medium sample sizes, making it suitable for this research given the purposive sampling method and specific respondent criteria (Ghozali, 2019). Additionally, SEM-PLS does not assume the normality of data, which is beneficial as the data collected from employees' perceptions and experiences with AI may not follow a normal distribution. This characteristic ensures reliable results despite potential deviations from normality. SEM-PLS is perfect for both exploratory and predictive research since it is prediction-oriented and maximizes the explained variance of dependent variables. In this study, SEM-PLS helps predict the relationships between these constructs. The method also offers flexibility in specifying the measurement and structural models, allowing for accurate modeling of the constructs involved.

Using bootstrapping techniques in SEM-PLS for hypothesis testing enhances the robustness of the results. Bootstrapping assesses the significance of path coefficients without relying on parametric assumptions, thus rigorously testing hypotheses regarding the impact of AI adoption on team member motivation. Furthermore, a thorough assessment of the model's explanatory and predictive capacity is made possible by SEM-PLS's extensive model evaluation metrics, which include  $R^2$  (coefficient of determination), path coefficients, effect sizes ( $f^2$ ), and predictive relevance ( $Q^2$ ). Overall, using SEM-PLS with SmartPLS in this research ensures a thorough analysis of the complex relationships between AI adoption and team member motivation, providing robust and reliable insights. This methodological approach supports the development of evidence-based strategies for managing AI integration in the workplace, specifically within the Indonesian context. The framework for this research can be seen in Figure 1.

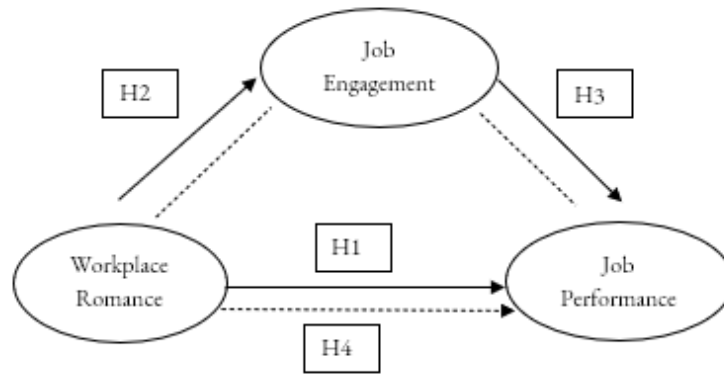


Figure 1. Research Model

#### 4. RESULTS AND DISCUSSION

##### 4.1. Outer Model

The following is an illustration of the SEM diagram used in this research:

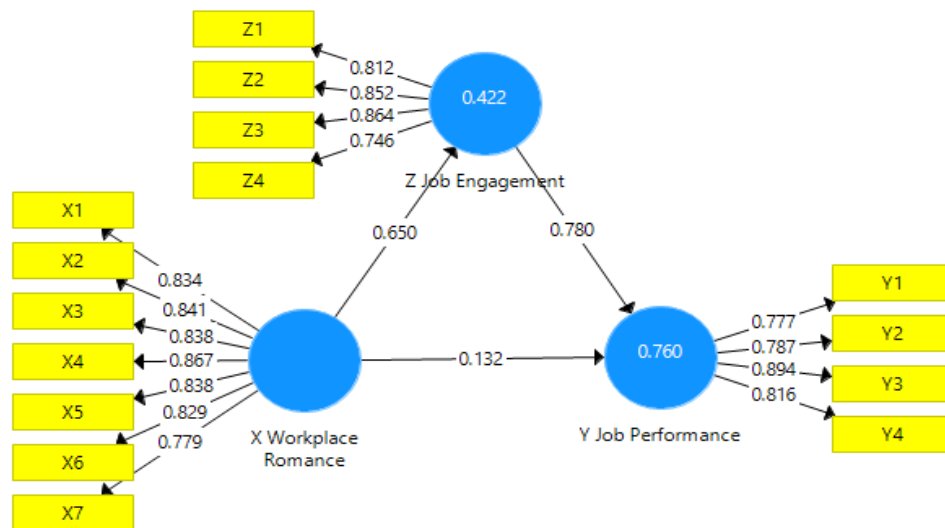


Figure 2. Loading Factor

The loading factor of each indicator on the variable has a minimum value of 0.6, and the Average Variance Extract (AVE) analysis has a minimum value of 0.5, but they meet the requirements. Based on the table below, it can be seen that the results of convergent validity testing show that all variables have indicators with loading factor values of more than 0.6 or 0.5, meaning that all indicators have met the convergent validity criteria.

Table 1. Results of Loading Factor

Variable	Item	Loading Factor	Info
X Workplace Romance	X1	0,834	Valid
	X2	0,841	Valid
	X3	0,838	Valid
	X4	0,867	Valid
	X5	0,838	Valid
	X6	0,829	Valid
	X7	0,779	Valid
Z Job Engagement	Z1	0,812	Valid

Variable	Item	Loading Factor	Info
	Z2	0,852	Valid
	Z3	0,864	Valid
	Z4	0,746	Valid
Y Job Performance	Y1	0,777	Valid
	Y2	0,787	Valid
	Y3	0,894	Valid
	Y4	0,816	Valid

Next, the AVE Method is used to assess the convergent validity of each construct and latent variable. The minimum value that is considered to be met is at least 0.5. The average variance extracted by AVE based on these SEM results is as follows:

**Table 2. Average Variance Extracted Value**

Variable	AVE	Info
X Workplace Romance	0.693	Valid
Y Job Performance	0.672	Valid
Z Job Engagement	0.672	Valid

In the table 2, the AVE value for the latent variable X workplace romance (0.693), Z job engagement (0.672), and Y job performance (0.672). Thus, it can be said that the measurement model is valid and meets the validity test requirements. The cross-loading values based on the results in this SEM are as follows in table 3.

**Table 3. Cross Loading Value**

	X Workplace Romance	Y Job Performance	Z Job Engagement
X1	0.834	0.459	0.477
X2	0.841	0.506	0.490
X3	0.838	0.600	0.681
X4	0.867	0.479	0.529
X5	0.838	0.523	0.528
X6	0.829	0.585	0.528
X7	0.779	0.541	0.512
Y1	0.425	0.777	0.697
Y2	0.390	0.787	0.629
Y3	0.591	0.894	0.766
Y4	0.659	0.816	0.737
Z1	0.505	0.697	0.812
Z2	0.569	0.699	0.852
Z3	0.619	0.768	0.864
Z4	0.419	0.671	0.746

The cross-loading table shows that the value for each latent variable is greater than the values of other latent variables. This reliability test also examines the composite reliability value as an indicator of reliability, where both values should exceed 0.70. The Cronbach's alpha and composite reliability values obtained in this SEM are as follows:

**Table 4. Construct Reliability**

Variable	Croanbach Alpha	Composite Reliability	Info
X Workplace Romance	0.926	0.941	Reliable
Y Job Performance	0.837	0.891	Reliable
Z Job Engagement	0.836	0.891	Reliable

Based on the table 4, the results of the reliability test analysis show that the composite reliability score is more significant than 0.7, which means that all variables are reliable and have passed the test requirements.

4.2. Inner Model

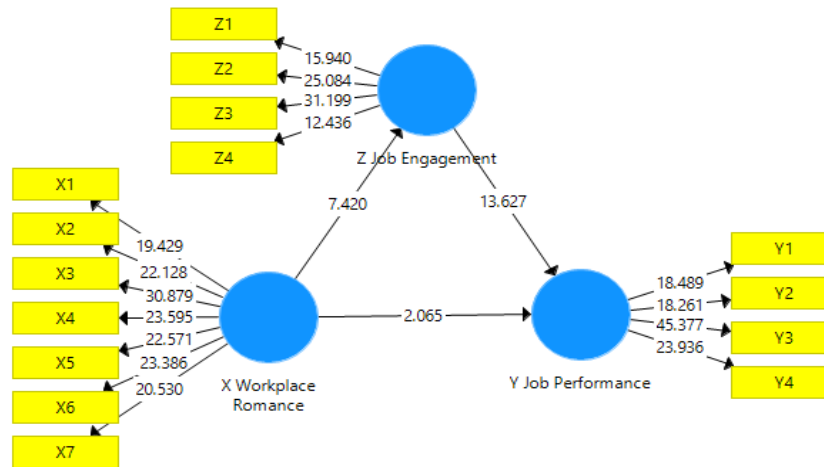


Figure 3. Inner Model

The model's feasibility test examines the R-square value, which ranges from 0 to 1. An R-square value of 0.75 is considered good, 0.50 is moderate, and 0.25 is considered poor. The following R-square values are based on the SEM results, as shown in the table and figure:

Table 5. R-Square

	R Square
Y Job Performance	0.760
Z Job Engagement	0.422

From the table 5, the model's suitability can be assessed by the r-square result for job performance, which is 0.760 (76%). This indicates that 76% of the variation in job performance can be explained by workplace romance and job engagement. The r-square result for job engagement is 0.422 (42,2%). This indicates that 42,2% of the variation in job engagement can be explained by workplace romance. To determine whether a relationship is significant, the p-value should be compared to the 5% error rate, as outlined in the research hypothesis testing:

Table 6. Path Coefficient SEM-PLS

Hip		Original Sample	T Statistics	P Values	Info
H1	X Workplace Romance -> Y Job Performance	0.132	2.065	0.039	H1 Accepted
H2	X Workplace Romance -> Z Job Engagement	0.650	7.420	0.000	H2 Accepted
H3	Z Job Engagement -> Y Job Performance	0.780	13.627	0.000	H3 Accepted
H4	X Workplace Romance -> Z Job Engagement -> Y Job Performance	0.507	6.881	0.000	H4 Accepted

Based on the table 6, the results of the hypothesis test show the following results and conclusions:

- a. Workplace romance has a positive effect of 0.132 on job performance with a t-statistic value of 2.065 and a p-value of 0.039 < 0.05. Therefore, the hypothesis "Workplace romance has a positive and significant effect on job performance " (H1) is accepted.

- b. Workplace romance has a positive effect of 0.650 on job engagement with a t-statistic value of 7.420 and a p-value of  $0.000 < 0.05$ . Therefore, the hypothesis "Workplace romance has a positive and significant effect on job engagement" (H2) is accepted.
- c. Job engagement has a positive effect of 0.780 on job performance with a t-statistic value of 13.627 and a p-value of  $0.000 < 0.05$ . Therefore, the hypothesis "Job engagement has a positive and significant effect on job performance" (H3) is accepted.
- d. Workplace romance has a positive effect of 0.507 on job performance through job engagement with a t-statistic value of 6.881 and a p-value of  $0.000 < 0.05$ . Therefore, the hypothesis "Workplace romance has a positive and significant effect on job performance through job engagement" (H4) is accepted.

### 4.3. Discussion

#### a. *Workplace Romance and Job Performance*

Workplace romance has a positive effect of 0.132 on job performance, with a t-statistic value of 2.065 and a p-value of  $0.039 < 0.05$ . Therefore, the hypothesis "Workplace romance has a positive and significant effect on job performance" (H1) is accepted. According to (Jung & Yoon, 2020), workplace romance can be interpreted as a workplace condition where the organization supports employees to create a romantic feel. Workplace romance is also related to employee's perceptions of the extent to which the organization values their contribution and the organization's concern for welfare, especially in employee performance (Sidhu et al., 2020). The company's values and goals will be easier to achieve if there is workplace romance. Workplace-workplace romance can help organizations form positive relationships between employees. Workplace romance can improve performance (Chory & Hoke, 2020).

#### b. *Workplace Romance and Job Engagement*

Workplace romance has a positive effect of 0.650 on job engagement with a t-statistic value of 7.420 and a p-value of  $0.000 < 0.05$ . Therefore, the hypothesis "Workplace romance has a positive and significant effect on job engagement" (H2) is accepted. (Ivancevich et al., 2009) explain that interactions related to work activities provide opportunities in the workplace to share ideas, feelings, and various habits with similar interests between employees (Khalilzadeh & Pizam, 2021). Various interactions by sharing ideas and experiences lead to a sense of togetherness, creating attraction between fellow employees, especially members of the opposite sex (Chory & Hoke, 2020). Getting together with colleagues while completing work tasks impacts emotional attraction, which plays an important role in creating romantic conditions in the workplace (France, 2022). (Yan et al., 2021) define job engagement as the condition of individuals willing to show high work enthusiasm, recognize their own emotions, manage emotions, motivate themselves, recognize other people's emotions, and build good relationships with other people.

#### c. *Job Engagement and Job Performance*

Job engagement has a positive effect of 0.780 on job performance with a t-statistic value of 13.627 and a p-value of  $0.000 < 0.05$ . Therefore, the hypothesis "Job engagement has a positive and significant effect on job performance" (H3) is accepted. According to (Jung & Yoon, 2020), these various involvements are physical, cognitive, and emotional. This aspect explains various forms of individual involvement in completing work tasks. The physical aspect is related to the physical energy a worker exerts in the work process. The cognitive aspect is related to employees' sense of confidence in organizational colleagues, leaders, the work environment, and the conditions of the work situation. The emotional aspect relates to workers' feelings regarding the positive or negative atmosphere towards the company's organizational environment (Hung et al., 2022). Performance is often assessed based on work results related to physical ability, skills, communication, cooperation, punctuality, and focus or concentration on tasks and identified where the most important criteria are job analysis results (Colquitt, 2011).

#### d. *Workplace Romance and Job Performance Through Job Engagement*

Workplace romance has a positive effect of 0.507 on job performance through job engagement with a t-statistic value of 6.881 and a p-value of  $0.000 < 0.05$ . Therefore, the hypothesis "Workplace romance has a positive and significant effect on job performance through job engagement" (H4) is accepted. Workplace romance is also related to employee's perceptions of the extent to which the organization values their contribution and the organization's concern for welfare, especially in employee performance (Sidhu et al., 2020). The company's values and goals will be easier to achieve if there is workplace romance. Workplace-workplace romance can help organizations form positive relationships between employees. Workplace romance can improve performance (Chory & Hoke, 2020). Getting together with colleagues while completing work tasks impacts emotional attraction, which plays an important role in creating romantic conditions in the workplace (France, 2022). Job engagement is the condition of an individual willing to show high work enthusiasm, recognize one's emotions, manage emotions, motivate oneself, recognize other people's emotions, and build relationships with others.

## 5. CONCLUSION

Based on the analysis and discussion, several conclusions can be drawn. First, workplace romance positively affects job performance with a path coefficient of 0.132, a t-statistic value of 2.065, and a p-value of 0.039, indicating that the hypothesis "Workplace romance has a positive and significant effect on job performance" (H1) is accepted. Second, workplace romance also positively affects job engagement, as shown by a path coefficient of 0.650, a t-statistic value of 7.420, and a p-value of 0.000, supporting the hypothesis "Workplace romance has a positive and significant effect on job engagement" (H2). Third, job engagement itself positively impacts job performance, with a path coefficient of 0.780, a t-statistic value of 13.627, and a p-value of 0.000, leading to the acceptance of the hypothesis "Job engagement has a positive and significant effect on job performance" (H3). Finally, workplace romance positively influences job performance through job engagement, with a path coefficient of 0.507, a t-statistic value of 6.881, and a p-value of 0.000, thus supporting the hypothesis "Workplace romance has a positive and significant effect on job performance through job engagement" (H4).

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