

EFFECT OF WORK FROM HOME ON WORKPLACE ROMANCE: A SOCIO-ECONOMIC PERSPECTIVE

Swati Mishra

Associate professor in HR,
United School of Business Management, Bhubaneswar, India.
e-mail: swatimishra0674@gmail.com

Ananya Mitra

Assistant professor in Economics
Kalinga Institute of Industrial Technology, Deemed to be University
Bhubaneswar, India.
e-mail: ananya.mitrafhu@kiit.ac.in

DoI: 10.23862/kiit-parikalpana/2021/v17/i1/209033

ABSTRACT

There has been a lot of research work on Covid, but hardly any on impact of work from home (WfH) on workplace romance (WR). WR in organizations has been a controversial and debatable topic since early days. From the literature it was visible that researchers tried to analyze the impact of WR on organizational settings. In India the relationship is considered to be a forbidden taboo, especially in academic sector, where teachers are compared to the divine trinity – Brahma, Vishnu and Maheswar. But, with growing westernization and mushrooming of professional institutions with long working hours, the forbidden relationship was booming. Our study was carried out to examine the antecedents and consequences of workplace romance on various socio-economic variables, in Odisha before, during and post WfH scenario. A set of standard questionnaire on antecedents and consequences of WR was circulated. Data was collected from 230 samples consisting of 103 female and 127 male respondents from academic sector of Odisha. Descriptive statistics were used for analysis of the data. The results of the study revealed that individuals got involved in workplace romance because of job insecurity (mostly in private institutes). Long working hour and outdoor activities promoted it. In the second phase that is during work from home same respondents were asked to predict whether work from home increases or decreases workplace romance. To which their reply was that it may reduce the workplace response. In the third and final phase i.e. post work from home the academicians (samples) were asked

about the existing situation of Workplace romance. It was found out that employees continued to be engaged in workplace romance after work from home, as workplace romance was not only because of long working hours but also for their own life preferences. There was no positive relationship between workplace romance and efficiency/productivity, as many institutes were not able to capitalize on the relationship.

Keywords- Work from home, Workplace Romance, Socioeconomic Variables

Introduction

The concept of “work from home” became officially mandated and strictly enforced rule because of covid-19 pandemic. Earlier it was quite popular in IT sector but other sector including teaching was forced to adopt this culture because of this emerging situation. For majority of employees this concept was new and they were working from home for the first time. The concept of workplace romance is very common among millennial employees and long working hours facilitating it more. There was no such visible research in 2020 about work from home and its impact on workplace romance. The present paper tried to offer a holistic view of work place romance from before, during and post work from home scenario.

Since the 1970’s, researchers have been looking into the organizational implications of workplace romances. As time spent in the workplace has increased over the years, the prevalence of workplace romances has increased as well (Gauthier,

Frank, & Furstenburg, 2005; Horan & Chory, 2013). Horan and Chory (2011) define a workplace romance 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” (pp. 565). A number of studies have looked into how these workplace romances are perceived by their coworkers based on a number of factors which can result in a variety of interpersonal and performance related outcomes (Alder & Quist, 2014; Barratt & Nordstrom, 2011; Jones, 1999; Wilson, 2015). Prior research on workplace romance has often focused on the perceptions and outcomes of same-race, heterosexual relationships; however, literature is sparse concerning the implications of workplace romance including stigmatized identities within the relationship. The workplace was recently referred to as a “natural dating service” (Jones, 1999) due to its inherent encouragement for employees to pursue romantic relationships with coworkers

(Anderson & Hunsaker, 1985). This finding has been attributed to many causes including, but not limited to, (1) employees spending a majority of their available time working for their perspective organizations, both on and off the site and (2) employees find that they share similar interests and values with their organizational peers (Anderson & Hunsaker, 1985; Byrne, 1971). In addition to these findings, research on attraction in the workplace has shown that working in close proximity with others, harboring mutual attitudes about each other with another individual, and finding it easy to interact with another individual are all predictors of attraction (Byrne & Neuman, 1992; Salvaggio, Streich, Hopper, & Pierce, 2011). Another study proposes that the increasing prevalence of workplace romances can be attributed to the influx of women in the workplace (Ford & McLaughlin, 1987; Powell, 2001; Swartz, Warfield & Wood, 1987). Seeing as the number of Black and homosexual employees is rising as well (Deitch et al., 2003; Phillips, Ingram, Smith, & Mindes, 2003), this too could have implications for an increased number of stigmatized relationships in the workplace.

Taken together, research in this field is relevant to organizational well-being. As a whole, uninvolved coworkers and supervisors generally perceive workplace romance negatively in the context of the organization (Brown & Allgeier, 1996). Managers oftentimes resent these relationships out of fear for what negative outcomes they

might incur upon uninvolved coworkers as well as the organization as a whole (Alder & Quist, 2014). Concurrent with these findings, an estimated forty percent of managers hold negative perceptions towards employee dating (Brown & Allgeier, 1995); furthermore, a survey done by the Society for Human Resource Management in 2002 presented that an astounding eighty one percent of HR professionals as well as seventy six percent of executives describe workplace romance as “dangerous” (SHRM, 2002). Despite this resounding disapproval from management, another survey by the Society for Human Resource Management done in 1998 showed that the frequency of workplace romance has done nothing but increase or remain constant in years past among organizations in the United States (SHRM, 1998). Collectively, the increasing number of workplace romance and the inherent disdain towards those workplace romances from OPs raises important questions as to how stigmatized relationships fit into this finding. Workplace discrimination is still reported (Bergart, 2004; Deitch et al., 2003; Link & Phelan, 2001) and, as such, involvement in a workplace romance could pose to be potentially dangerous for stigmatized individuals. Because of this, we see the implicit need for more research examining workplace romances.

Literature Review

Large number of employees globally was bound to work remotely due

to outburst of the Corona virus (COVID-19) pandemic (Shareena, P., & Shahid, M. 2020). People were urged to stay at home and to reduce social contacts to the minimum which lead to economic meltdown. At this point the concept of work from home got more popularity. People working from their home or from other location of their choice other than the working area which is provided by the employer is known as working from home (Shareena, P., & Shahid, M. 2020). In recent years working from home is having lots of use as it facilitates employee retention (Baruch Y, 2001 & Bussing A, 1998). Educational sector was also adopted it in order to continue academic activities and for which online classes were emerged. Work place romance is a sensitive topic and whether work from home facilitates it or not was completely ignored by the researcher community.

Workplace romance can be defined as “some form of intimate relationship between two employees who have both expressed their romantic feelings in the form of dating or other intimate association” (Foley and Powell, 1999; Mainiero, 1989; Quinn, 1977). Workplace romances have been a point of discussion from different disciplinary perspectives like business (Greenberg, 1998; Mainiero, 1986; Powell, 1986, 2001; Quinn, 1977), psychology (Brown & Allgeier, 1995; Dillard & Broetzmann, 1989), and legal studies (Hoffman, Clinebell, & Kilpatrick, 1997; Wilson, Filosa, & Fennel, 2003). It is a mutually

preferred relationship among two people at work place with a few components of sexuality and physical closeness (Powell and Foley, 1998). Employee relations and productivity at work may be affected by sexual and romantic relationships (Mainiero, 1989). On the other hand research suggests that work place romance can enhance employee performance and improves organizational culture and more specifically climate of the organization (Quinn, 1977). It also boost excitement, develops communication, fuel creativity and escort to high job satisfaction (Pierce et al., 1996). Interestingly “a new sexual revolution” has started with workplace romance Mainiero (1989). Now days the workplace is progressively becoming a sexual environment (Riach and Wilson, 2007; Morgan and Davidson, 2008). The reason behind this is not only the entry of more and more women workers (Hoffman et al., 1997; Neugarten and Shafritz, 1980) but also their involvement in managerial roles (Devine and Markiewicz, 1990; Fagenson, 1993; Jones, 1999; Powell, 2001). Spending long working hours together results into frequent interaction and also increases dependence on each other (Anderson and Fisher, 1991; Hoffman et al., 1997). There are possibilities of romantic or sexual encounters because of frequent interaction between male and female employees (Dillard, 1987; Paul and Townshend, 1998). It is impossible to eradicate workplace romance completely from the organizations (Civil, 1998; Lee, 1996) and it will

stay in the workplace (Gomes et al., 2006). Understanding work place romance is very essential because then only policies can be made as it is a very sensitive issue (Kakabadse and Kakabadse, 2004). Supervision and monitoring on interpersonal relations at work may help managers to face these sensitive encounters (Bowes-Sperry and Powell, 1999; Kakabadse and Kakabadse, 2004).

Social-sexual behavior at work can be known through the study of workplace romance (Brown and Allgeier, 1995) which is not frequently studied earlier (Kakabadse and Kakabadse, 2004; Riach and Wilson, 2007). Workplace romance involves high levels of mutual intimacy and sexual attraction (Mainiero, 1993; Wittemann, 1993). Despite of frequent occurrence of workplace romance it is not considered functionally appropriate (Riach and Wilson, 2007) and it is not the sign of professionalism. So to be professional one has to keep sex and work separate (Schultz, 2003). Love is an irrational emotion which should be avoided otherwise that will hamper the foundation of rationality (Schultz, 2003). Though sexual attraction cannot be controlled the guidance of workplace etiquette can suppress office romances (Morgan and Davidson, 2008). Not only workplace romance needs to be controlled but disciplinary actions must be taken against those who allowed it (Schultz, 2003). This view is not going to be changed in the recent years in spite of increase in workplace romance (Mainiero, 1989). Researches about workplace romances

are sparse because of the sensitive nature of the topic and therefore researchers are forced to rely on third party observations (Mainiero, 1986). Although there is limited empirical research on the topic the extant research indicates negative perception of work place romance by the employees in organizations (Brown & Allgeier, 1996; Powell, 1986). This is not good news for those who have either involved or having a desire to involve in workplace romance (Bordwin, 1994; Greenberg, 1998; Shellenbager, 2004). The reason behind this negative perception is highlighted by Quinn (1977) who identified 3 factors “love (a sincere desire for companionship or genuine love), ego (excitement, adventure, and sexual experience), and job (money, advancement, and job security)”. On the contrary Dillard and Broetzmann (1989) highlighted that people involved in workplace romances show positive attitude whereas relationship due to job motives leads to high absenteeism. Employees perceive workplace romance which originates from job motives has a negative effect on organization’s culture, social climate and employee’s work performance (Dillard et al. 1994). Brown and Allgeier (1996) found that superior-subordinate romances are negatively perceived in comparison to romances between colleagues or of equal status. Money, advancement and job security are the reasons behind subordinates dating superiors. Additionally Jones (1999) reported that workplace romance is more negatively perceived when the supervisor is woman and the subordinate is man.

Objective and Method

WR has been a controversial topic of discussion in many countries including India. The topic becomes even more sensitive in education sector. There are hardly any attempt made to analyse the antecedents and consequences of WR in this sector. The availability of literature becomes even more skewed with research area becoming more tightly knighted to 'various racial and cultural amalgamations that lives through its heritage'. There has been very few inter disciplinary studies on WR undertaken in Odisha, and none in education sector. Thus, the current paper attempts to fill the gap in existing work, by selecting one of the forbidden and taboo areas of study that is analyzing the WR between faculty members in Odisha.

The study was undertaken in three different time period. Initial phase of the study was undertaken before pandemic in the months of April and May, 2019, with the sole purpose of studying the antecedents and consequences of WR from a socio-economic perspective. The Covid pandemic was like a silver line in the dark cloud for our research study. During lockdown the faculty members were asked to work from home (WfH). The lockdown was implemented towards the end of March 2020. This gave the opportunity to study the change in perspective during the 'new normal' life style. Thus the second phase of the data was collected after three months of lockdown, by the time faculty members were advised

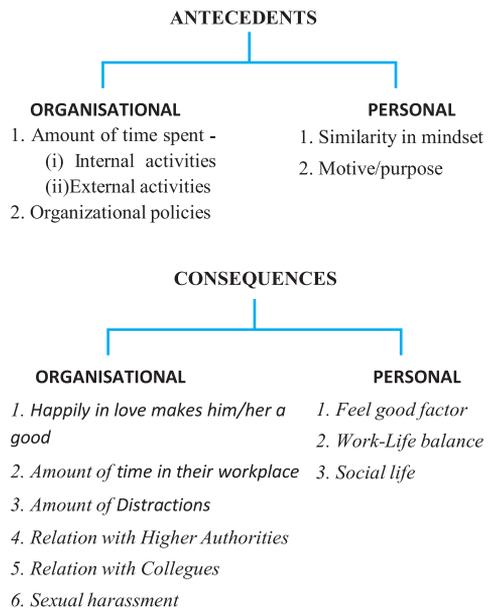
to WfH. There was another paradigm shift when the world was trying to revert back from new normal to normal. Third phase of data collection was after the institutes were partially opened. By partially opened we mean faculty members were asked to take online class from their workplace. By December 2020, the system of WfH had diluted. This facilitated us to go for our third phase of data collection, focusing on impact of WfH on WR.

Narrowing of study area was essential keeping the scarcity of resources, but without compromising with the quality of the outcome, at the same time following a scientific approach based on distribution of data. As per AICTE portal there were 81 institutes providing 'PG' courses on 'management' studies in the state of Odisha in the year 2019. Out of 81 institutes 61 were in Khorda district. Thus we selected Khorda as our geographical area of research.

Early literature showed three prominently used method of data collection on WR. They were questionnaire method, interview method and case study approach. Mostly researchers in foreign countries had used interview method and case study approach to study WR. WR being sensitive subject some amount of confidentiality was essential, so we adopted questionnaire method. International studies were mostly qualitative in nature. We wanted to experiment with the concept of applying simple quantitative tools like average, Chi square to the study

of WR thereby filling the research gap with respect to methodology.

Selection of educational institutes was made based on lottery method. Using 95 percent confidence interval, 5 percent margin of error, 50 percent population proportion and 61 as population size, sample size turned out to be 53. There were total 945 teaching faculties employed in 81 colleges with an average of 11 employees per college. Assuming 583 (11*53) as the total number of employees in the selected colleges, sample size obtained is 232. Snow ball sampling technique was applied to distribute 500 questionnaires. Out of 500 distributed questionnaires, 261 were received. Out of which 31 questionnaires was unusable. So the study is based on 230 samples consisting of 103 female and 127 male respondents. Considering the fact (as per AICTE portal there are total 275 (29%) female faculties and 670 (71%) male faculties) that the sector is clearly male dominated, we tried to make the research gender neutral (to some extent) by analysing 45 percent female and 55 percent male respondents. After a systematic literature survey a list of frequently used antecedents and consequence of WR was prepared, befitting to our research area. The list of antecedents and consequence was subsequently optimised by using expert opinion (Delphi Method). The questionnaire was circulated among 50 respondents and their responses were recorded. The pilot survey passed both reliability and validity test.



Findings

The respondent’s reaction to WR was influenced by many factors for example the couple as an individual, the respondent’s own perception towards WR, and the work environment. The empirical findings were compared against existing literatures to find the theoretical and practical implications.

Antecedents of WR

Present- day employees are more engaged in WR because of the work context which creates the opportunity for interpersonal attraction in terms of time, proximity and similarity (Cowan, & Horan, 2014). In addition, employees are in favor of those organizations that did not have a WR policy or had a lenient policy than one

with a restrictive WR policy (Pierce, Karl, & Brey, 2012).

There are various motives behind WR like when both the partners have a sincere love motive or an ego motive and when a lower-rank employee has a job related motive and a higher-rank employee has an ego motive which is known as utilitarian romance (Dillard et al., 1994; Powell & Foley, 1998).

Antecedents of WR - Pre WfH results

Quinn in 1977 pointed out three conditions which may lead to WR. Firstly the individuals must be sitting close to one another; secondly the task given to them need both of them to work together and thirdly sporadically meeting one another. The first and second conditions were satisfied in case of faculty members of same discipline. And the third was seen in case of faculties of inter disciplinary subject. In most of the educational institutes workstations are arranged for teachers of common discipline in one departmental room. Usually a group of faculties share a common room. They spend most of their time together, after their classes, post exam duty, during summer and breaks in between the semesters. This frequent interactions leads to attraction (Quinn and Judge, 1978). Our findings corroborate with Quinn's analogy, whereby majority of respondents felt that spending more time and helping each other in crucial time generated WR. Female faculties strongly believed (14 percent) that physical closeness led to WR.

“The smaller the physical and functional distance between two people, the more likely they are to be attracted to each other” (Segal, 1974). In academics, faculty members often engaged in various research works and other tutor mentoring activities. These external activities were allotted in groups. Less functional distance among individuals gave rise to WR (Dixit, 1985). Since the faculties had to spend a lot of time together, this increased their chances of getting attracted to each other (Byrne and Neuman, 1992). Our study showed similar result. Respondents (80 percent) supported that performing external activities together frequently over a long period of time generated WR. Male faculties (44 percent) believed that working together outside the premises led to WR. Our results substantiate the early research (Warfield, 1987) in WR and showed that amount of time spent with each other acted as an antecedent of WR.

The institutional values and beliefs with respect to WR played a vital role on how it was viewed by others (Mainiero, 1989; Quinn and Judge, 1978). In India unlike in foreign countries, teachers are portrayed as Gods - ‘Guru Brahma, Guru Vishnu, Guru Devo Maheshwara, Guru Sakshat Param Brahma, Tasmai Shri Gurave Namah’. WR thus considered as a taboo. So, till now no institutes in India more specifically in Odisha have any formal written guidelines as to encourage (or discourage) WR. This lack of clear cut guideline on WR gives rise to chaos and confusion. Though

majority of respondents (51 percent) believed that lack of organizational policies to suppress WR (Ease of opportunity) instigated it, and only 27 percent of them responded neutrally. Sixteen percent of respondent thought that institution guidelines had no role as antecedent of WR as it was a personal choice.

While choosing a romantic partner generally a male gives more emphasis on the physical attractiveness of the female (Byrne, Ervin and Lamberth, 1970). The most significant features were height (Sheppard and Strathman, 1989) and weight (Smith, Waldorf and Trembath, 1990). Our results showed a different result. The difference in opinion might be because of difference in time period. Over the decades there has been change in human perceptions towards WR. Both male and female respondents together (68 percent) believed that it was the similarity in mindset rather than physical attraction that individuals got attracted to each other romantically. The result supported the findings of Hogg and Cooper (2003) which stated that “higher perceptions of similarity are associated with increased levels of relationship quality”.

Thirty seven percent of the respondents thought that WR provided them with job security, support and favourism from their superior or colleague and at the same time shared job stress and pressure. Twenty five percent of the respondents thought that the individuals involved in WR had the potentiality to carry it to the next

level (marriage). This line of thought explained why similarity in mindset rather than physical attraction was given priority while choosing a partner.

Individuals “get turned on by competence, by being in a team that wins, by being better together than separate. That’s often erotic and compelling” (Loftus, 1995). Twenty percent respondent felt that WR generated a thrill among individuals who got carried away or swayed in it. Sixteen percent felt that the reason one got involved in WR was neither because of love, job or ego. They commented that it was a passing phase and/or infatuation. According to them it was a temporary phenomenon and with time it was suppose to fade away.

Antecedents of WR - During WfH results

WR during WfH is physically not possible during social distancing. The WfH explored and boosted the usage of digital platform. The relationships between couples during social distancing depended more or less on virtual mode. Literature has already pointed out that long distance relationships are vulnerable. Keeping this in mind the second phase of the study was conducted. The samples (44%) supported our idea that WfH will reduce WR or in other words weaken the relationship. But remaining samples (56%) disagreed to it, they believed in the power of love. Samples (74%) also believed that lack of performing external activities due

to lockdown will reduce WR. They argued that since the phase was a temporary phenomenon it will fade out with vaccination and the couples can be together again. So there was no need to break up.

The complete shutdown actually created an event window to analyse the impact of extra time spent in office by the couples and productivity or efficiency. Very few (35%) respondents found that during the new normal situation the couples were not able to spend as much time with one another as was during normalcy. Since the couples preferred to stay secluded during social gatherings from the beginning, the respondents had very little chance of being associated with them at personal level. Thus a vast section of the respondents (24%) chose to stay neutral as they had no information about the couples. And the scarcity of information was more acute during WfH, as one of the respondent pointed out once the couples were out of sight they were out of mind for others.

Antecedents of WR - Post WfH results

To quote from Daniel Kahneman's book titled 'Thinking fast and slow' chapter seventeen, "If an event had actually occurred, people exaggerated the probability that they had assigned to it earlier. If the possible event had not come to pass, the participants erroneously recalled that they had always considered it unlikely. Further experiments showed that people were

driven to overstate the accuracy not only of their original predictions but also of those made by others." We selected covid created pandemic to be one such event window for our study. The third phase of the study was conducted when faculty members were asked to rejoin their institutions post pandemic. When the predicted sample opinions collected during the second phase was tallied with the third phase of the study we found some amazing results.

Samples (66%) agreed that after the WfH the couples were seen together and enjoying each other's company even more. Some even cited the proverb 'familiarity breed contempt' and treated this social distancing as a boon rather than a bane to the relation. The change in people's prediction and reality was ground breaking. In the similar line of thought respondents (79%) were surprised to found that external proximity was of less impact on WR. Respondents (65%) noted that most of the WR couples bounced back with more vigor and enthusiasm after rejoining. As it is said saber fruit is sweet. The short absence made the relationship between couples more strong.

Consequences of WR

In the opinion of employees after entering WR coworkers exhibited stronger performance and punctuality (Dillard, Hale, & Segrin, 1994; Quinn, 1977). To counteract negative coworker perceptions some WR

partners work harder and become more involved in their work which leads to increased job performance (Pierce & Aguinis, 2003; Riach & Wilson, 2007). As per the research, on creative tasks romantic partners give better performance (Forster, Epstude, & Ozelsel, 2009; Griskevicius, Cialdini, & Kenrick, 2006). The major outcome of WR is enhanced teamwork, increased morale and more satisfied employees (Barsade & O'Neill, 2014; Pierce, Byrne, & Aguinis, 1996; Riach & Wilson, 2007). Most workplace romances are sincere, love-motivated, long-term companionate or passionate relationships as opposed to short lived flings or job motivated utilitarian relationships which are quite contrary to generalized opinion on WR (Dillard, Hale, & Segrin, 1994). Workplace romances are not illegal but it may lead to sexual harassment as well (Clarke, 2006; Schultz, 2003).

Consequences of WR - Pre WfH results

Our results gave a mixed response on relationship between WR and efficiency/productivity. Very few respondent (32%) thought that WR had positive impact on efficiency/productivity, while others were either neutral (15%) or differed (53%). To get a clear picture we had sub divided the efficiency measuring criteria into many parts. WR motivated couples to perform better in his/her task, as it developed more passion among couples about their work (Dillard & Broetzmann, 1989) because of which they were willing to spend

more time in workplace (Mainiero, 1989). The respondents (71%) saw that individuals involved in WR spent more time in their workplace but at the same time they did not believed that the extra time was spent productively. Study (51%) pointed out that the couples were less focused in their work. The couples were mostly seen busy in their small talks. Even during meetings and other discussions they remained aloof and distracted. The respondents (29%) who supported the point commented that the couples 'did what was asked of them' without delay. Few respondents (20%) were quick to point out that time spent beyond office hour was not a proper measuring tool for productivity. So they opted for neutral.

Using impression management theory, it could be said that as WR was not viewed positively by other colleagues, so the couples went out of the way to impress the management (Dillard, 1987; Dillard and Broetzmann, 1989). Respondents (58%) followed a similar line of reasoning and viewed that in order to impress management the couples stayed beyond working hours in the institutes and spent more time cozying up with higher authorities. This created discomfort and insecurity among other faculties, who reacted negatively towards the couple. And this negative behavior is reciprocated. Result showed that the individuals who were involved in WR did not make their utmost effort to impress their co-workers.

Consensual sexual intimacy among

couples was extensively found in many countries (Powell & Mainiero, 1990; Mainiero, 1993; Pierce, Byrne & Aguinis, 1996). Sexual harassment began when females fell victim to undue sexual demand from their male partners or superiors. The fear of losing job, position, increment or favors usually forced them to compromise (Quinn & Judge, 1978; Anderson & Fisher, 1991). Large portions (47 %) of the respondent believed this to be the cause. But others felt that once the couples broke up, they blamed each other of taking advantage.

WR had tremendous role in building or breaking the personal life of the couple as individual. At a personal level the individual felt happy due to hormonal changes. When an individual is in love, the brain releases dopamine, which increases serotonin levels and generates oxytocin. Respondents (61 %) thus noticed change in behavior of the couples before and during relationship.

Social gatherings are occasions which help in networking and acts as grapevine. Respondent (41%) felt individuals involved in WR prefer a secluded life in work. Their avoidance of social gatherings was reasonable given that the society saw their relationship as 'unhealthy and contagious'. At the same time greater part of the respondent (59 %) thought that individuals involved in WR maintained a balance between professional and personal life. Most of the couples resorted to petty lies to cover up their affairs.

Respondents (25%) also remained neutral, mostly male respondent, the reason being 'unaware of family of female partners in the couple'.

Consequences of WR - During WfH results

At personal level the respondents agreed that (81%) that WfH helped the couples to maintain a balance between work and family. There was not much discrepancy of opinions in this aspect. But at professional level differences was observed. The responses revealed many new perspectives. The average time taken to complete a task was more in compared to pre Covid time due to change in nature of service delivery. Thus during WfH the work load was uniformly distributed between faculty members. In the chaotic situation the management gave no special preference to couples involved in WR. It was reported by respondents (75%) that the time taken to complete the task was same for couples and others.

Consequences of WR - Post WfH results

The response to balance between work and family after rejoining was equitably distributed. Respondents (43%) felt the positivity of WR spread to family life after WfH. But there were other respondents (29%) who saw frequent quarrels and fight between couples and their respective families over phones. Some respondents (28%) considered that chaos and uncertainty was disrupting the balance rather than WfH. At professional level the

response prominently showed the impact of WR on productivity. During WfH there was a lot of work that was pending. When institutes reopened those tasks needed to be completed along with ongoing ones. The workload increased drastically for each faculty members. Most respondents (82%) felt exhausted and drained out in keeping with the timeline. The respondents (65%) saw couples spending time in institutes even after working hours like before. It was expected that like before their efficiency will be at par with others. But the result showed that in majority (66%) of the cases the couples failed to complete the allotted tasks in time. This result supported the previous opinion of our respondents who pointed out that the extra time spent beyond office hour was purely for personal pleasure not professional gain. The respondents also stated that doubling of work pressure actually exposed their hypocrisy to the management.

Conclusion

Findings of our paper were in contrast to other such past works as mentioned in our literature review. From our study it was clearly visible that employees continued to be involved in WR whether they were working from home or physically working in organizations. WfH made the relation more strong. Our work concluded that

physical proximity might give birth to WR but definitely will not end it. A short duration of distancing does not adversely affect the WR. Before WfH the management of institutes was positively biased towards the couples and their productivity. But when put under pressure after WfH the couples performed miserably. Management of academic institutes should implement sensible guidelines for managing WR. While the organisational benefits of WR as observed in corporate sectors cannot be ignored, but at the same time its futility in academic sector should not be ignored. Management should take ownership and accountability for the challenging task of managing risks and rewards of WR. Management need to be credible activist rather than only remaining operational executor (Grossman, 2007).

India is a land of tradition and culture. WR among teachers is a social evil. Teachers are expected to be moral custodian of students. Thus, getting romantically involved in workplace is considered unethical. Thus we cannot blame academic sectors who had gone overboard in regulating WR (Clarke, 2006; Rabin- Margalioth, 2006; Schaefer & Tudor, 2001; Schultz, 2003). We strongly persuade practitioners to adopt a broad and strategic approach to manage WR in organizations.

Reference

Alder, G. S., & Quist, D. M. (2014). Rethinking love at the office: Antecedents and consequences of coworker evaluations of workplace romances. *Human Resource Management, 53*(3), 329-351.

Anderson, C. I., & Hunsaker, P. L. (1985). Why theres romancing at the office and why its everybody's problem. *Personnel, 62*(2), 57-63.

Anderson, C. J., & Fisher, C. (1991). Male-female relationships in the workplace: Perceived motivations in office romance. *Sex Roles, 25*(3-4), 163-180.

Barratt, C. L., & Nordstrom, C. R. (2011). Cupid's cubicle: Co-workers' reactions to workplace romance characteristics. *Journal of Organizational Psychology, 11*(2), 9-23.

Barsade, S. G., & O'Neill, O. A. (2014). What's love got to do with it? A longitudinal study of the culture of companionate love and employee and client outcomes in a long-term care setting. *Administrative Science Quarterly, 59*(4), 551-598.

Bergart, A. M. (2004). Group work as an antidote to the isolation of bearing an invisible stigma. *Social Work with Groups, 26*(3), 33-43.

Bordwin, M. (1994). Are office romances OK? *Training & Development, 48*, 38.

Bowes-Sperry, L. & Powell, G.N. (1999), Observers' Reactions to Social-Sexual Behavior at Work: An Ethical Decision Making Perspective, *Journal of Management, 25*(6), 779-802

Boyd, C. (2010). The debate over the prohibition of romance in the workplace. *Journal of Business Ethics, 97*(2), 325-338.

Brown, T. J., & Allgeier, E. R. (1995). Managers' perceptions of workplace romances: An interview study. *Journal of Business and Psychology, 10*(2), 169-176.

Brown, T. J., & Allgeier, E. R. (1996). The Impact of Participant Characteristics, Perceived

Motives, and Job Behaviors on Co-Workers' Evaluations of Workplace Romances 1. *Journal of Applied Social Psychology, 26*(7), 577-595.

Byrne, D. (1971) *The Attraction Paradigm*. New York: Academic Press.

Byrne, D., & Neuman, J. H. (1992). The implications of attraction research for

organizational issues. In *Advances in psychology* (Vol. 82, pp. 29-70). North-Holland.

Byrne, D., Ervin, C. R., & Lamberth, J. (1970). Continuity between the experimental study of attraction and real-life computer dating. *Journal of Personality and Social psychology*, 16(1), 157.

Civil, J. (1998), *Sexuality at Work*, London: Batsford

Clarke, L. (2006). Sexual relationships and sexual conduct in the workplace. *Legal Studies*, 26(3), 347-368.

Clarke, L.(2006). Sexual Relationships and Sexual Conduct in the Workplace. *Legal Studies*, 26 (3): 347-368.

Cowan, R. L., & Horan, S. M. (2014). Why are you dating him? Contemporary motives for workplace romance. *Qualitative Research Reports in Communication*, 15(1), 9–16.

Deitch, E. A., Barsky, A., Butz, R. M., Chan, S., Brief, A. P., & Bradley, J. C. (2003). Subtle yet significant: The existence and impact of everyday racial discrimination in the workplace. *Human Relations*, 56(11), 1299-1324.

Devine, I., & Markiewicz, D. (1990). Cross-sex relationships at work and the impact of gender stereotypes. *Journal of Business Ethics*, 9(4-5), 333-338.

Dillard, J. P. (1987). Close relationships at work: Perceptions of the motives and performance of relational participants. *Journal of Social and Personal Relationships*, 4(2), 179-193.

Dillard, J. P., & Broetzmann, S. M. (1989). Romantic relationships at work: Perceived changes in job-related behaviors as a function of participant's motive, partner's motive, and gender. *Journal of Applied Social Psychology*, 19(2), 93–110.

Dillard, J. P., Hale, J. L., & Segrin, C. (1994). Close relationships in task environments: Perceptions of relational types, illicitness, and power. *Management Communication Quarterly*, 7(3), 227–255.

Driscoll, J. B., & Bova, R. A. (1980). The sexual side of enterprise. *Management Review*, 69(7), 51-62.

Fagenson, E. A. (1993). *Women in management: Trends, issues, and challenges in managerial diversity*. Sage Publications, Inc.

Foley, S., & Powell, G. N. (1999). Not all is fair in love and work: Coworkers' preferences for and responses to managerial interventions regarding workplace romances. *Journal of Organizational Behavior*, 20(7), 1043-1056.

Ford, R.C. and McLaughlin, F.S. (1987). Should Cupid come to the workplace? An ASPA survey. *Personnel Administrator*, October, 100-110.

Forster, J., Epstude, K., & Ozelsel, A. (2009). Why love has wings and sex has not: How reminders of love and sex influence creative and analytic thinking. *Personality and Social Psychology Bulletin*, 35(11), 1479-1491.

Gomes, G. M., Owens, J. M., & Morgan, J. F. (2006). The paramour's advantage: sexual

favoritism and permissibly unfair discrimination. *Employee Responsibilities and Rights Journal*, 18(2), 73-88.

Greenberg, E. R. (1998). The libido and the workplace. *Management Review*, 87, 9

Griskevicius, V., Cialdini, R. B., & Kenrick, D. T. (2006). Peacocks, Picasso, and parental investment: The effects of romantic motives on creativity. *Journal of Personality and Social Psychology*, 91(1), 63-76.

Hoffman, L., Clinebell, S., & Kilpatrick, J. (1997). Office romances: The new battleground over employees' rights to privacy and the employers' right to intervene. *Employee Responsibilities and Rights Journal*, 10(4), 263-275.

Hogg, M. A., & Cooper, J. (Eds.). (2007). *The SAGE handbook of social psychology: Concise student edition*. Sage.

Horan, S. M., & Chory, R. M. (2009). When work and love mix: Perceptions of peers in workplace romances. *Western Journal of Communication*, 73(4), 349-369.

Horan, S. M., & Chory, R. M. (2011). Understanding work/life blending: Credibility implications for those who date at work. *Communication Studies*, 62(5), 563-580.

Horan, S. M., & Chory, R. M. (2013). Relational implications of gay and lesbian workplace romances: Understanding trust, deception, and credibility. *The Journal of Business Communication* (1973), 50(2), 170-189.

Jones, G. E. (1999). Hierarchical workplace romance: An experimental examination of team member perceptions. *Journal of Organizational Behavior*, 20(7), 1057-1072.

Kakabadse, A. (2004). *Intimacy: An international survey of the sex lives of people at work*. Springer.

Kakabadse, N. and Kakabadse, A. (2004). *Intimacy: International survey of the sex lives of people at work*. Basingstoke: Palgrave.

Lee, W.K. (1996). Development of moral thought, feeling and behaviour. *American psychologist*, 34 (10) 956 – 966

Link, B. G., & Phelan, J. C. (2001). Conceptualizing stigma. *Annual review of Sociology*, 27(1), 363-385.

Lobel, S. A., Quinn, R. E., Clair, L. S., & Warfield, A. (1994). Love without sex: The impact of psychological intimacy between men and women at work. *Organizational Dynamics*, 23(1), 5- 16.

Loftus, M. 1995. *Frisky Business - Romance in the Workplace*. *Psychology Today*.

Mainiero, L. (1986). A review and analysis of power dynamics in organizational romances. *Academy of Management Review* 11, pp. 750–762.

Mainiero, L. A. (1989). Office romance: Love, power, and sex in the workplace

Mainiero, L. A. (1993). Dangerous liaisons? A review of current issues concerning male and female romantic relationships in the workplace. *Women in management: Trends, issues, and challenges in managerial diversity*, 162-185.

Morgan, L. M., & Davidson, M. J. (2008). Sexual dynamics in mentoring relationships—a critical review. *British Journal of Management*, 19, S120-S129.

Neugarten, D. A., & Shafritz, J. M. (Eds.). (1980). *Sexuality in organizations: Romantic and coercive behaviors at work*. Moore Publishing Company.

Phillips, J. C., Ingram, K. M., Smith, N. G., & Mindes, E. J. (2003). Methodological and content review of lesbian-, gay-, and bisexual-related articles in counseling journals: 1990-1999. *The Counseling Psychologist*, 31(1), 25-62.

Pierce, C. A., & Aguinis, H. (2001). A framework for investigating the link between workplace romance and sexual harassment. *Group & Organization Management*, 26(2), 206-229.

Pierce, C. A., & Aguinis, H. (2003). Romantic relationships in organizations: A test of a model of formation and impact factors. *Management Research: Journal of the Iberoamerican Academy of Management*, 1, 161–169.

Pierce, C. A., Byrne, D., & Aguinis, H. (1996). Attraction in organizations: A

- model of workplace romance. *Journal of Organizational Behavior*, 17(1), 5-32.
- Pierce, C. A., Karl, K. A., & Brey, E. T. (2012). Role of workplace romance policies and procedures on job pursuit intentions. *Journal of Managerial Psychology*, 27(3), 237–263.
- Powell, G. N. (2001). Workplace romances between senior-level executives and lower-level employees: An issue of work disruption and gender. *Human Relations*, 54(11), 1519-1544.
- Powell, G. N., & Foley, S. Something. (1998) to talk about: Romantic relationships in organizational settings. *Journal of Management*, 24(3), 421–448.
- Quinn, R. E. (1977). Coping with cupid: The formation, impact, and management of romantic relationships in organizations. *Administrative Science Quarterly*, 22(1), 30–45.
- Quinn, R. E., & Judge, N. A. (1978). The office romance: No bliss for the boss. *Management review*, 67(7), 43-49.
- Rabin-Margalioth, S. (2006). Love at work. *Duke Journal of Gender Law & Policy*, 13, 237-253.
- Riach, K., & Wilson, F. (2007). Don't screw the crew: Exploring the rules of engagement in organizational romance. *British Journal of Management*, 18(1), 79–92.
- Salvaggio, A. N., Streich, M., Hopper, J. E., & Pierce, C. A. (2011). Why Do Fools Fall in Love (at Work)? Factors Associated With the Incidence of Workplace Romance 1. *Journal of Applied Social Psychology*, 41(4), 906-937.
- Schaefer, C.M. and Tudor, T.R. (2001). Managing workplace romances. *SAM Advanced Management Journal*, 66, pp. 4–10.
- Schultz, V. (2003). The sanitized workplace. *Yale Law Journal*, 112(8), 2061–2193
- Segal, M. W. (1974). Alphabet and attraction; An unobtrusive measure of the effect of propinquity in a field setting. *Journal of Personality and Social Psychology*, 30, 654-657
- Shareena, P., & Shahid, M. (2020). Work from home during COVID-19: Employees perception and experiences. *Global journal for Research Analysis*, 9(5), 1-4.

Shareena, P., & Shahid, M. (2020). Work from home during COVID-19: Employees perception and experiences. *Global journal for Research Analysis*, 9(5).

Shellenbarger, S. (2004, Feb 19). Office romance: The challenges of mixing business and pleasure. *The Wall Street Journal*, p. D1. 67. Sheppard, J. A., & Strathman, A. J. (1989). Attractiveness and height: The role of stature in dating preference, frequency of dating, and perceptions of attractiveness. *Personality and Social Psychology Bulletin*, 15(4), 617-627.

Smith, J. E., Waldorf, V. A., & Trembath, D. L. (1990). Single white male looking for thin, very attractive... *Sex Roles*, 23(11-12), 675-685.

Swartz, R., Warfield, A., & Wood, D. (1987). Co-worker romances: Impact on the work group and on career oriented women. *Personnel*.

Warfield, A. (1987). 'Co-worker Romances: impact on the workgroup and on career oriented women', *Personnel*, 64(5), pp. 22-35.

Wilson, F. (2015). Romantic relationships at work: why love can hurt. *International Journal of Management Reviews*, 17(1), 1-19.

Wilson, R. J., Filosa, C., & Fennel, A. (2003). Romantic relationships at work: Does privacy trump the dating police. *Def. Counsel. J.*, 70, 78.

Wittemann, H. (1993), 'The Interface Between Sexual Harassment and Organizational Romance', in Kreps, G.L. (ed.) *Sexual Harassment: Communications Implications*, Annandale, VA: Hampton Press.

EFFECT OF CSR EXPENDITURE ON PROFITABILITY OF A COMPANY: COMPARATIVE ANALYSIS BETWEEN SAIL AND TATA STEEL LTD. THROUGH REGRESSION ANALYSIS

Brijlal Mallik

Lecturer, Gangadhar Meher University, Sambalpur
e-mail: brijlalmallik@gmail.com, 7538931926

Dasarathi Sahu

Reader, Utkal University, Bhubaneswar
e-mail: d_sahu2000@yahoo.com, 9861109677

DoI: [10.23862/kiit-parikalpana/2021/v17/i1/209034](https://doi.org/10.23862/kiit-parikalpana/2021/v17/i1/209034)

ABSTRACT

Corporate social responsibility and ethics are the issues that have gained impetus in today's vibrant business environment. Available literature depicts enough evidences to establishing effects of the amount spent on CSR activities with the profitability and the long-term survival of a firm are enormous. The present study examines the relationship between the amount spent on CSR activity and the profitability of an organization in long-run, especially post 2013 when CSR spending has been made a mandatory component of 1956 companies act by amending the previous 1956 companies act. The study uses secondary data (collected from official website of the company concerned and other related government websites available since 2017 till 2019) and applies regression analysis and ANOVA to investigate the effect of prescribed spending on CSR activity on the profitability of steel companies (SAIL & TATA Steel) operating in India. After making an analysis we found that there is a positive impact of CSR expenditure on the profitability of the company.

Keywords: SAIL, TATA STEEL, CSR, Profit Margin, Regression Analysis