

Academic Stress Due To In - Campus Romances of Faculty In Engineering Educational Institutions In Chennai

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Abstract

Education and learning process should culminate in the creation of professional capability in an individual to conceive, construct and commission concepts and combat problems bravely. To achieve this, the faculty should inculcate three unique characteristics in the minds of the students namely morale value system, cognitive learning, and willpower to execute their dream projects. The teacher should further inculcate three important general skills identified as Ethics, Integrity and Trust and three important specific skills identified as Entrepreneurship, Team work, Communication along with the use of modern tools and technologies.

Faculty with higher percentage of occupational stress may not be satisfied with their job and this affects their commitment towards the organization. This has a direct impact on students' performance. Due to the competitive nature of the educational institutions and the stress imposed by the management for quick results, the faculty ignores the stressors, those who influence their work and life. This stress has a cascading effect. The faculty are more worried about their outcome of their work which affects the way they treat others and how they communicate with their peers and student customers.

The uncongenial working environment makes the engineering faculty to be frustrated or worn out when they face problems with management, peers and students. This may cause a negative impact on the institutions.

The universities and Higher Education institutions are facing new types of challenges and problems like in- campus romance which causes job insecurity (Sherman, 2011; Wine field, et al., 2003). Moreover, academic staff members are always under constant pressure for meeting daily activities, resultantly they suffer from work conflict, work ambiguity, work load, resource constraints and role conflict. Apart from work place stressors, the academic staff is also subject

to social stressors while interacting with colleagues, students and parents (Gillespie, Walsh, Winefield, Dua, & Stough, 2001; Winefield, et al., 2001). Therefore it is proven that university teaching is a stressful profession. Job Stress has devastating effects on the work performance of academic staff.

Keywords : In-campus romance, Academic Stress, Turnover intention.

Rationale For The Study

It light of the fact, it was found that there is paucity of research linking academic stress, professional burnout due to in-campus romance of university teachers in Indian context.

The studies by Azeem and Nazir (2008) limited their research to investigate the level of academic burnout among the university teacher and found that they are having high levels of emotional exhaustion against the fellow faculty group. Pandey and Tripathi (2001) examined the level of perceived academic stress in 56 Engineering college having the feminine attraction among male faculty. Srivastava and Pandey (2000) examined the relationship between role conflicts of teaching cadre, level of college and type of management on academic groups formed due to impact of romance. Thus, a few studies are available in Indian context do not exclusively focus on in-campus romance which affects the routine academic procedures. The present study is an endeavor to investigate the academic stress due to internal campus romantic pressure.

Aim

The frustrated mind always needs consoling, warm and supporting words from the potential mate which produces the harm less healing effects. This temporary favoritism emerged from the fellow faculty (both sex) acts as boon to destruct the mental disaster.

The development of interpersonal relationship between the faculties is inevitable, as they are spending most of their weekdays hours together in the academic process, having similar life goals and attitudes.

It is highly imperative that the management and faculty who develop the romance have to realize the stress and take the appropriate remedial measures without any distractions to the academic routines.

Locale of the study

The area of the study exclusively in Chennai which encompasses 5 deemed to be universities, 29 colleges with general engineering specializations and 15 Arts & Science Colleges.

Introduction

Faculty feel that “work” is an ideal place to meet the new people ,as he/she spend at least forty hours a week with the individuals of similar back grounds and interests. Because of the hard working nature of academic, it doesn't leave much time for

socializing with fellow faculty. Sharing of frustrations caused by the academic pressure is a way to console and recharge the memory-center to have further proceedings in academic work. This kind of sharing with the opposite sex will produce a positive healing effect which may grow in depth in each and every occasion of his/her academic career. This remedial approach may deepen into romance in due course . It is a general view that the work place romance will cause damages to academic morale and productivity in the educational institutions.

The Management is very clear to interfere in the romantic relationship of the faculty and they will be retrenched from their faculty position with immediate effect without serving any prior notice or intimation. Some of the institutions are not giving much importance to these love affairs as the work place romance may seem harmless particularly in Christian minority institutions. Sudden removal of service of the faculty without giving prior notice is against the law. This kind of action will disturb the academic routine as follows.

- Vacant created by the termination of faculty of both the department have to be filled up by following the usual recruitment procedures.
- Due to the sudden creation of vacancies, the portions of syllabus could not be covered as per the course plan which creates stress among students.
- Faculty posted as additional charge in the vacant post may feel uneasy due to additional work load.
- It affects the college routine culture and integrity.
- It creates unwanted in campus gasping which may be with the additions of unbelievable imaginations during the transformations form person to person.

In-Campus flings

When the two faculty of the same department or neighboring department of an education institution develop a relationship with mutual attraction may cause an uncongenial environment to the morale of the college and academic productivity. The HR departments of the college are still confused to enter upon in their personal matters in handling or controlling the crisis. There are no concrete policies in our education system to curtail the in-campus romance. The extra marital affairs, a romance between the boss and subordinate and adulterous work place relationship are few examples which make us uncomfortable to view these personals as a party to the deceit. The HOD of the department may fell love with lab assistant which may become so awkward. Due to their lower morale, the academic routine may disrupt and disturb the team work.

Varieties of Campus Romance of Engineering Colleges

Some of the immature love (one-sided romance) has not come to the light due to non-complaining nature of the affected individual. The affected person do not want to propagate the disagree feelings among the peer group and scare of campus gossip.

During the survey, we have found a unique example of two women faculty liking a faculty of Mechanical Engineering discipline. He had a successful department romance with both the women without falling into any pitfalls, and later he married a girl from his relationship. This extraordinary situation has been tackled by the co-

operation of the HOD and the management of the Engineering College by retrenching all three faculties. These romantic affairs jeopardizing the career of all the three faculties and their reliability of trust have no meaning. The paralyzed romance of the jobless husband came to the knowledge of newly wedded bride and she had been to the court of law for legal separation. Here, all the four people (3 faculties and an innocent lady) were affected and their families were entangled with the perennial problems.

Most of the fellow faculty does not mind seeing the love affairs developed between the unmarried colleagues. The institutional culture is also one of the casual agents filled with the environment of double meaning sexual jokes, and sexual comments about the provocative dressings of the female faculties and girl students. It is the common occurrence during the lunch timings in the food court.

The President of a Deemed University in Chennai being the head of the institution was in relationship with another employee and later he married her by divorcing his first wife. Whole campus knows (460 faculties and 252 non-teaching staff) the melodious romance of the chief which is subjected in malicious comments of the staff confidentially. It is not a crime to fancy someone, but, when there are families are other halves involved, you have to think the consequences (Phillip Hodson, 2014). Bad mouthing and disparaging about the people who have involved in work place romance is the common agenda in every institution.

A newly joined 28 years old faculty of Schedule Caste in CSE department of an Engineering College was removed from her service on 26/8/2009 with an allegations of campus romance. No evidences or proofs were produced during the time of enquiry. The Women grievances redressal committee of the Engineering institution has recommended for her dismissal.

She had been to the SC/ST forum of State Government, Government of India and Ministry of Human Resource and Development (MHRD) and filed a suit against the Management. The case was drag on for three years. By witnessing the video clippings recorded by the Surveillance cameras situated in the campus, The MHRD and Central SC/ST commission has set aside her case mentioning that, "there are no concrete evidences for her campus romance". This academic stress has been created by her colleague on incite jealous and her love affairs strengthen still further.

The case went on to the court of law and affected faculty has been succeeded by getting her three years salary with due increments. It was a loss to the institution not only financially, but also the efforts, strain, and energies rendered by the group of college committee members. By continuing her service in the same institution another suit has been filed by the affected faculty against the institution claiming the deformation to the tune of Rs. 20 lakhs.

A ECE department faculty fell in love with the college bus driver of an Engineering college in Thandalam, Chennai, where 15 Engineering Colleges and one Deemed University are functioning as cluster. The chairman of the Engineering College has dismissed both the subordinates with immediate effect. The bus driver went to seek the assistance of Centre of Indian Trade Union, which is communist party based. The member of the CITU had the lengthiest discussions in this regard and not able to succeed. They went on strike in college campus along with other trade

unions and the academic environment become so worse. The college students have also joined with the people of the Trade unions supporting the affected faculty as she was a good teacher with higher degree of performance and involvement. The pass percentage of her subject was 94%.

Management have declared holiday for the institution indefinitely. The Parents' Association had an interaction with the management and then the crisis was settled amicably. This pooled academic stress paralyzed the entire academic routines and the students were the ultimate sufferers.

We were informed by an HOD of the Civil Engineering discipline of an Engineering institution that one of his faculty who was the junior most lecturer having 25 years of age fell in love with his student of second year B.E. Civil Engineering. They spent most of their time with their mobile phone chatting with each other particularly after 10 p.m. The father of the student has noticed her different habits and reported the facts to the Principal of the institution with the record evidences. The faculty has spoken to his girl friend student 152 times (4,256 minutes) with in the span of two months. The faculty has forced to submit his resignation and removed from service. The girl student has no interest to continue her further studies. Both the parties were affected in the climate of fear and it makes no sense to academic loyalty.

An unmarried senior faculty of MBA department (45year of age) of a reputed B-school at Chennai has misused his internet system by watching the incidents of sexual intimacy and blue films through "u-tube" during office hours. He was let off with sever warning by the concerned Director of the school and he has not given his habit till now. This created an internal conflict between faculties and finally the internet connection was totally bared.

Aeronautical engineering students of a reputed engineering college in Chennai had been their Industrial visit to Hyderabad in mid September 2012. On verification of the student's strength, it was found that two students (a boy and a girl) were missing. The boy student belongs to Muslim community of Bangladesh and the girl student also of the same community of Bhuvanagiri, Chidambaram T.K. Tamilnadu. The culture, language, Country and life style were totally different and the way of life of the two different people never synchronizes with each other. The girl was transported to Bangladesh without the knowledge of others by her boy friend and the faculties who have accompanied the student's team for the industrial visit were fully immersed with mental agony and their mind was totally blocked to proceed further. The department official staff members, management officials and the fellow students were entangled with restless feelings and the industrial visit program was totally paralyzed. With the great involvement of the External Ministry, Govt. of India the girl student regained their parents, but lost her studies.

Literature Riview

Work place romances include dating or marital relationships that develop before or during employment (Moen & sweet, 2002). All workplace romances not culminate in a positive, long-lasting relationship. In some cases, they may lead to a sexual harassment lawsuit (Pierce, Muslin, Dudley,& Aguinis, 2008). In other cases, a

workplace romance may tarnish the company's reputation because of negative publicity (e.g., "CEO of Boeing resings," 2005).

A counsel policy is perceived as more fair than a no-action policy, verbal reprimand, written warning, transfer, or termination policy. Punitive policies are perceived fair when romance participants' job performance declines.

A no-action policy is perceived fair when romance participants' job performance improves. (Karl and Sutton 2000).

when observers evaluate romance between a senior-level executive and a lower-level employee, (a) they are more likely to attribute a job related motive to a female than to a male lower-level employee, (b) they think the romance is a more serious problem for the organization if a lower-level female has a job related motive for entering the romance, and (c) male observers more often than female observers recommend taking strong action against the couple if the romance caused work disruption. (Powell 2001).

Employees' participation in a workplace romance is positively associated with their level of job satisfaction but not associated with their level of work motivation or job performance. (Pierce and Aguinis 2003).

When observers evaluate sexual harassment claims that stem from a dissolved workplace romance, their responses to the claim depend on the degree to which they consider the social sexual behaviour to be unethical. (Pierce et al. 2004)

Workplace romance are more likely to emerge in "hot" organizational climates where work arrangements foster contact outside work and policies do not punish romance participants. (Mano and Gabriel 2006)

Unwritten rules for engaging in workplace romance favor certain employees, depending on their gender, position in the organizational hierarchy, and sexual identity. (Riach and Wilson 2007).

If you don't want to be a regular feature of office gossip, it might be best to tell a few close colleagues about your romance. That way people lose the intrigue and friends won't feel excluded. On the other hand, be aware that workplace relationships can incite jealousy. (Chirissy Harris 2014).

For instance, a college would be worried if the Head of Department was in a relationship with another employee. There is a possibility that the Important security information could be transferred during pillow talk of the romance participants. Allegations of misconduct can be made. Management could also argue that academic relationship encroach on college time and disrupt the academic environment. Some employers will expect you to change departments. (Ramoo 2014)

Romantic relationships in the workplace can have several benefits to those involved as well as to the work environment. Some examples include the following.

- Because of workplace romance are often viewed in a negative light, the individuals involved are often motivated to do their job better and more efficiently in order to disprove the negativity associated with their relationships with a coworker. Those involved do not want to be thought of as distracted or unproductive due to their relationship status, so they may put in extra time and effort to demonstrate the positive aspects of their romance. (Salvaggio 2011).

- A couple's relationships can provide further communication channels within the workplace especially if the individuals are members of different departments. The personal connection the two individuals have with each other can allow the members of their respective departments to feel more comfortable communicating back and forth as well. Because the channels of communication become more open and accessible conflicts between departments are also reduced allowing the company to work more effectively (Mainiero1989).

Romantic relationships in the workplace are often known and easily detected by the couple's fellow co-workers. Once it is made known that the two individuals are in a relationships, it is difficult for their co-workers to know whether to view them as individuals or as a team. Co-workers are often confused about how to react to the news of the relationship or the breakup, which can lead to awkward interactions in the workplace as well as avoided conversation. In addition, co-workers may often use the couple's relationships to change the opinions of one of the individuals instead of approaching the person directly. Also, the individuals in the relationship can often be misjudged because of the person they are in a relationship with. Pierce Charles (2000) explained that a manager may pass up an employee for a promotion because he/she is in a relationship with an individual who does not exemplify the needed characteristics, and it is assumed that the couple is alike in that regard.

The involvement of two employees in a romantic relationship can negatively affect their work performance due to distractions in the workplace. Fellow employees are likely to notice any decline in an individual's work because their workload is often determined by their co-workers. Concentration levels may decrease depending on the stage in the relationship.(Holland patrica,L.2004)

Conflicts of interest often arise in-campus relationships especially when the couple works in the different departments. Their opinions may differ, and they may disclose private information to each other that may hurt either side when making important academic decisions. Many colleges have policies they do not allow married couples to work together to avoid conflicts of interest in hopes of maintaining the integrity of the college as well protecting the couple's relationship . However, some colleges do allow married couples to work together but may provide guidelines on what is ethical and what is not. While working together at the same level may be acceptable, when the couple working hierarchical roles, the standards may change. (Holland patrica,L.2004)

It is very difficult and impossible to form or legislate and enforce rules without employee's feeling and their liberties were being infringed upon. (ManieroLisa. A. 1989) Romantic relationship of faculty in the college campus have several benefits even in the unfavorable environment. Most probably campus romance among the faculty viewed in a negative light, the individuals involved are often motivated to do their academic work more efficiently in order to disprove the negativity associated with a fellow faculty. The faculty those who really want to promote and thought of welfare of the students, do not want to be considered their romance as a distracted or unproductive factor. They can put extra efforts to prove their mettle through their academic performances and pass percentage of their students. There is a possibility

that the individuals in the relationship may brainstorm ways to get their academic work done faster and more systematically.

Taking string action will lead to decreased production from workers and will put a sense of fear into each and every one of their thoughts. An organization should wait to take action until there is any sign of problem, distractions, or issues. If there is a known relationship, and nothing harmful is stemming from it, let it progress and wait to action when negative response come into play. (Karl, Katherine.2012)

What happens between two consenting workers outside the workplace will usually their business-but what happens inside the workplace is our business. So, if no employee or third party perceives a negative effect on work efficiency, cordiality, or productivity, there usually will be no reason for this company to intercede. However, if two workers report to one another, have long lunches and time off together on work time, or have personal arguments in the workplace, for example, this conduct then becomes the company's business. (Pierce, Charles, Aguinis May 2009).

Hierarchical romantic relationships are those that involve faculty of different levels in the organization, for example-when one faculty is an HOD and one is the lecturer. Lateral relationships are those that involve employees at the same level either in the same department or from the different department. Many may feel that the more powerful employee involved may be biased when it comes to decision making and influence due to their relationship with an employee. While there are a select few organizations that believe punishments should be given solely to the supervisor involved in a hierarchical relationship, others believe such relationships resulting in a conflict of interest should have punitive actions given to both parties. (Whelan-berry 2008).

One reoccurring difficulty that arises within organizations is the uncertainty as to how to implement a clearly written policy that protects the firm from liability while also appropriately protecting the civil rights and freedoms of its employees. 75% of CEO respondents believed that office romance (lateral) was "none of the organizations' business" (Karl and Sutton, 2000), the mindset of most towards office romance would state that workplace relationships are not something to be prohibited, but rather managed (Schaefer and Tudor,2001).

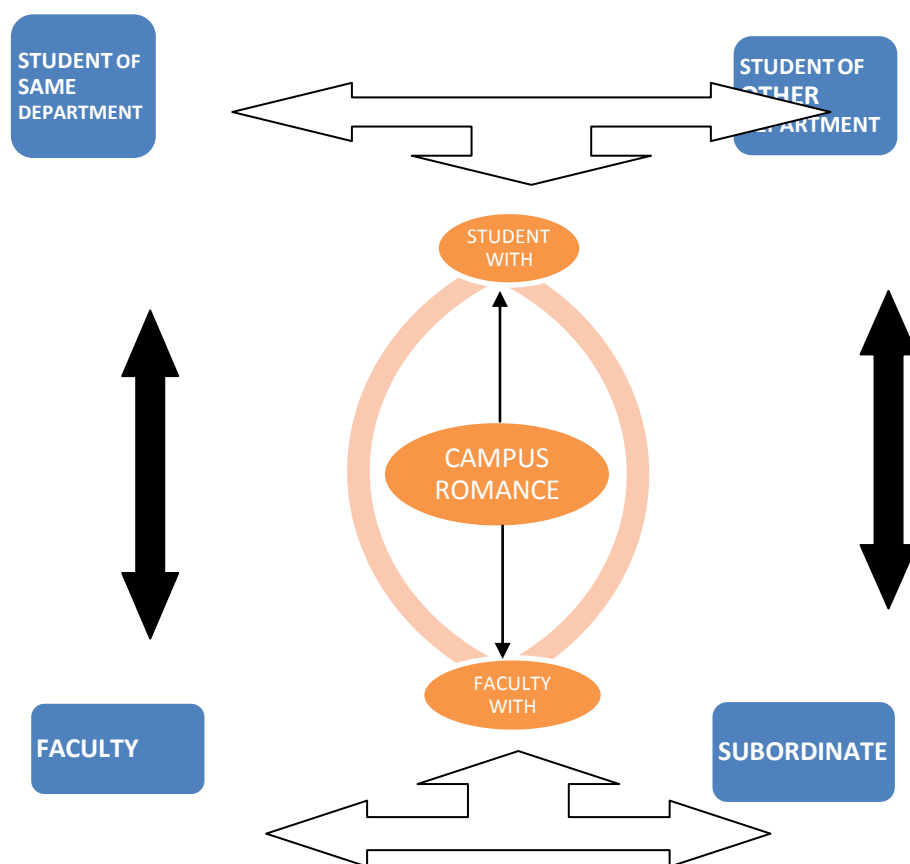
An effective way to better manage such behavior is by using academic productivity as the guideline that determines management action rather than the pressure of romance itself. If faculty performance is seen to be affected then management should take action, otherwise there is little reason to act. (Appelbaum Steven H. 2007). Women more than men exhibit negative reactions toward working with hierarchical romance participants. (G.E.Jones.1999)

In contrary, some of the organizations may be benefitted from retaining happy work place romance participants who highly satisfied with their jobs. In support of this hypothesis, research indicates that participating in a satisfying workplace romance is positively associated with one's overall job satisfaction. (Pierce 2003) Work place romance participants may try to manage a favorable impression by becoming more involved with their job and more committed to the organization.

Moreover, in campus romances can damage the institution's reputation because of the negative publicity.("CEO of Boeing resigns," 2005) There are varieties of

problem associated with extra marital work place romances. When the co-faculty evaluate the appropriateness of work place romances in their work group, they place great emphasis on whether the romance participants are married to someone else. The potential for the lowered morale, reduced team cohesion, and work disruption increases when coworkers perceive a work place romance negatively because it is extramarital and thus unethical.

Academic Campus Romance-Possibility Model



This model is itself self explanatory. This indicates that the co-employee do not mind seeing a romance develop between two faculty and they did object to a relationships where one or both are married and between a faculty and the subordinate. The HOD or the Dean of the particular discipline fell in love with the lower level faculty or of their own subordinate producing more risks and their careers can be derailed, work performances declines and loss of respect and credibility are possible outcomes of work place tryst.

The unsuitable relationship of the higher officials can create low academic morale and students become uncomfortable observing public display of affection. When the

relationship goes bad, some bitterness will be created and the result will lead the couple to feud and force co-faculty to take sides. In some cases, the breakup could lead to sexual harassment charges. This is especially true where a faculty and subordinate are involved. Ultimately, it become the responsibility of the educational institution and should have the policies forbidding campus romance and hiring the married couples. Many institutions, for legal reasons, shy away from such strict rules.

Effect of Unethical Relationships of Faculty

The entire college campus would be worried if the Head of the department was in relationship with another employee presuming that the important security informations could be transferred during the pillow talk ,desire for a promotion or higher pay revision.

A Controller of Examinations of a reputed university in Chennai (formerly Principal of an Arts and Science college in North Chennai) has an extramarital fling with a girl student who came for the special coaching in mathematics subject. This unethical romance came to light by his own sister who is the Professor & HoD of Tamil Department of an autonomous college in Chennai. This extramarital relationship does harm and alter the welfare of his own family. His entire family system was affected due to his immoral character and the affected girl student's career is questionable. This hierarchical romance shows the trading of sex and power. (Harris & Ogbonna 2006)

From a female participant's perspective, work place romance are risky because they can affect the investigators' decisions about ensuing retrenchment from the existing services (Pierce et al., 2000). The grievances redressal committee constituted for the welfare of the faculty may act differently and pass the orders that the male accused of harassment have less responsible and the female complainant as more responsible in harassment charges.

When management intervenes in a work place romance, it risks being accused of unfair treatment. Karl & Sutton (2000) examined employee's perception of the fairness of several management intervention ranging in severity from lenient to punitive (no action, managerial counseling, verbal reprimand, written warning, transfer and termination.)

They observed the following distributive justice perspective which is quite suitable for the academic routines also.

1. Warning or transfer when the couples' performance declined or their love affair is so explosive and disruptive.
2. No management intervention when the couples' academic performance is improving.
3. The most suitable intervention is, counseling to be rendered by Head of the Department, H.R. Manager and the principal of the institution.

Many work place romances do not stand the test of time. Most of the work place romance entangled with legal litigations were disproved in the court of law due to the breach the trust of basic human rights. The management should be proactive by

developing organizationally sensible plans for managing disruptive romance dissolutions.(O'Leary-Kelly 2008).

Positive attitude of campus romances.

Work place romances sometimes can be rewarding, particularly for those who are fortunate to find their significant spouse at work. All the Management of the educational institutions have a general perspective thought, that the participants of the romantic affair will impede their academic performance. To the contrary, the campus romance is not associated with job performance (Auguinis 2003) or does not lead to performance decrement (Dillard et al 1994) It is positively associated with one's job performance (Pierce 1988).Taken together, these findings suggest that, the organization has been benefitted by the performances shown by faculty, though they are involved in campus romance. To create a favorable impression among the peer group academicians, and to please their senior Professors, HOD, Principal and the members of the Management ,the participants of the romance put forth their efforts to show their mettle and worthiness.

The extent to which employees are satisfied with their personal life is positively associated with the extent to which they are satisfied with their job (Judge & Watanabe,1993).

Fear of separation of the partners from the unit or from the organization make the participant's level of job involvement ,hence, organization may benefit from retaining the workplace romance participants who are highly involved with their job and committed to the organization's goals.

Academically sensible suggestions

An organizationally sensible management approach should be advantageous because it both cost and benefit-centered and thus would focus on minimizing the risks and maximizing good aspects on academic romance. We insist and enforce a written work place romance policy which has to be communicated along with appointment order at time of joining as faculty. This policy should be made as a part of ethical code of the educational institution. The policy should ensure a mutually supportive, transparent and with the interactive workforce. These guidelines will apply to all the faculties irrespective of the categories.

As the organizations differs with respect their values and codes of ethical conduct, what one organization considers an appropriate, romance may be considered inappropriate in another. Generally organizations strive to achieve ethical conduct among their employees (Trevino et al.2006)

The written policy should have the minimum state and the following a) types of romances that are discouraged (extra martial romance) b)types of romances that are prohibited. (Direct reporting supervisory post vs subordinate romance) ex: HOD or senior professors having romance with their lecturer, lab assistant, ministerial staff and non-teaching staff. c) the nature of action imposed against the defaulters such as issue of warning, postponement of promotion or increments, transfer to the other department, suspension and termination with notice or without notice based upon the severity of the case.

HR managers should note that a clearly communicated written workplace romance policy may help them in long way to create a congenial climate to safe guard the code of conduct of the institution. The challenge for the management including HR managers ,when managing risks of work place romance is balancing faculty's liability for harassment against faculty's right to privacy. According to Gregg (2004) the constitutional right to privacy of an employee has to be taken into account while handling the law suits.

Aguinis,2009 emphasis and give much importance to the work place romance if it is beneficial with respect to participants level of ongoing level of job satisfaction, job involvement, organizational commitment, and in turn their job performance .We recommend that the educational institutions have also monitor the work place romance regularly as a part of a performance management system.

Given these findings, we suggest that, management should take the positive aspects of work place romance proactively instead of punishing them with no chance of arguments. Being the higher educational system, the college management could benefit from strategically recruiting, selecting, training and retaining the paired faculties (i.e., married couples) who have record of excellent performances in other or previous organizations. Most of the organizations inclusive of educational institutions are lacking behind in training on how to manage the work place romances (SHRM 2002)

The faculty development program designed to develop the teaching abilities of the faculties may also give much importance in treating the partners of in-campus romance on social justice perspective. It should be an additional agenda to be discussed among co- faculties insisting them not to ill treat or ignore the partners of campus romance. They may be advised not to propagate any flimsy additions about their personal characters with the biasing effects which may leads to the academic unrest.

Limitations of This Study

It is very difficult to undergo this study with statistical inferences, as the collection of data is so tough. No educational institution is kind enough to expose their confidential matters with the presumption that it may affect the Institution's reputation. The empirical evidences shown under the Headings "Varieties of Campus Romances" were collected from the News Papers and our personal involvement as enquiry officers. Most of the HR managers of the educational institutions have not responded to our quarries raised. Hence, there is no process of collection and interpretation of data in this regard to strengthen our hypothesis.

Conculsion

It is important to establish a professional atmosphere where institution's goal can be accomplished and that means creating a working environment where faculties are productive and feel comfortable with each other. If work place romances develop, so be it, but faculties should know the boundaries and possible consequences for

crossing them. We have try to motivate the management and HR leaders of the educational institutions to think strategically in managing the academics romances.

Adopting these sensible low cost and benefit centered guidelines would provide value added, balanced focus on managing risks and benefits of in-campus romance. The management and HR personals need to have core competencies such as the ability to deliver results with integrity, share information with stakeholders, build relationships with trust, and practice HR with an attitude-that is, they need to shift their role from operational executor to credible activist. (Grossman,2007.) By being the credible activist the management & the HR personals would gain the respect, admiration and power needed to manage work place romances in an organizationally sensible manner. In closing, the management should be the only source like an heart of managing the work place romance in an amicable way.

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