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Perceived Social Support and Workplace Deviant Behaviors: The Mediating Role of Self-esteem in Employees in Saudi Arabia

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Abstract

Workplace deviant behaviors (WDB) are considered a threat to organizations because they lead to negative consequences that affect the wellbeing of the organization and its employees. This study explored the role of perceived social support (PSS) from family, friends, and significant others on WDB, including its two dimensions, interpersonal (WDBI) and organizational (WDBO), with self-esteem (SE) as a mediator, proposed from the lens of social support theory. The purpose of this study was to test the proposed model with a sample that included 244 employees from the construction sector in Saudi Arabia. The data were collected via surveys, and the model was analyzed using structural equation modeling. The analysis revealed insignificant direct relationships between the three social support sources and interpersonal and organizational deviance. For the indirect relationships, SE fully mediated the relationships between family support with both WDBI ($\beta = -.04$, $p =.02$) and WDBO ($\beta = -.05$, $p = .02$). However, the relationship between friends support, WDBI and WDBO through SE were insignificant. Likewise, the relationship between significant others support, WDBI and WDBO through SE were insignificant. The study recommends that HR practices should enhance employees' moral values and skills, and emphasize the organizational laws and punishments. Further, managers should consider investing in strategies that strengthen employee relationships with their families so that they could provide adequate support to boosts the members' self-esteem, and hence enhance their positive behaviors and attitudes.

Workplace deviant behaviors (WDB) have become an obstacle in organizations' paths to growth, development, and preservation of their competitive advantage. Deviant behaviors cost organizations financially and have psychological and social consequences that damage the organization, its employees, and society (Bennett et al., 2018). Bennett et al. (2018) claim that organizations encounter the largest expenses, forcing them to raise prices, reduce incentives, or declare bankruptcy in order to offset their losses. All of these actions will affect the economy. As a result, organizations spend much of their budget on practices that encourage their employees to lower their deviant behaviors. For example, they provide their employees with non-traditional training about the competencies that play a major role in the quality of interpersonal relationships and WDB (Everton et al., 2007). Therefore, it is crucial for organizations to retain their employees due to the higher costs associated with new hiring. Furthermore, employees are an organization's most valuable resource, which provides a competitive edge since they are the most challenging asset for rivals to copy (Wagner & Hollenbeck, 2020).

Many recent studies have investigated a variety of factors, including organizational culture (Načinović Braje et al., 2020), ethical leadership (Tufan et al., 2023), and self-efficacy (Zheng et al., 2021), that have been shown to lower deviant behaviors in the workplace. Likewise, many studies have investigated the impact of social support on WDB, but most of these studies focused on the social support provided by internal sources in the organization, such as supervisor support and coworker support and their impact on WDB (Dar & Rahman, 2022; Itzkovich & Heilbrunn, 2016). Only a few studies have investigated the impact of PSS from family, friends, and significant others on WDB (Fiset et al., 2017; Nisar et al., 2021), which also have been shown to lower WDB. This gap in the literature calls for more research to test this relationship. Additionally, Noermijati et al. (2021) highlighted the need for future researchers to investigate factors contributing to minimizing employee deviance. They provided examples that need to be studied, such as personal resources, job resources, and social capital. Therefore, this study aims to fill part of this gap by testing the perceived social support (PSS) from family, friends, and significant others as a personal resource factor and their impact on WDB. Additionally, it has emphasized that self-esteem (SE) can lead to favorable emotional reactions in stressful situations and that an essential component of social support functioning is SE building (Zimet et al., 1988). Thus, this study incorporated SE as a mediator between social support and WDB.

The examination of the relationships is based on the social support theory (SST). According to the SST, a feeling of continual support gives employees a sense of comfort, boosts their SE, and makes them more resilient to stressful situations. Due to the improvement of the employee's ability to deal with stressful situations, when social support is offered and sufficient, an individual's cognitive evaluation will assess the assistance that has been given, reducing their stress regardless of the workplace stress source. So, it is anticipated that the desirable effects of social support will extend beyond coping with stressful circumstances and will positively alter a person's actions, causing them to exhibit fewer deviant behaviors. However, it should be remembered that people differ in how they perceive the social support provided to them, which, in turn, will lead to differences in the effect of this support on their behaviors (Shumaker & Brownell, 1984).

With current challenges in the business world, employees' behaviors become a critical aspect to consider due to the high costs associated with their recruitment, training, and retention (Al Kurdi et al., 2020), especially in the construction sector, where there is a high level of employee diversity and diverse cultures (Daboun et al., 2023). That means they logically have diverse behaviors and attitudes, making them diverse in their response to these behaviors and attitudes. One important aspect to focus on is the social support provided to employees outside the organization by their family, friends, and significant others. Therefore, managers should be able to cope with business challenges, lower their costs, and understand their employees' behaviors and attitudes. By focusing on extra-organizational social support, employees will be able to face stressful situations, accomplish their required tasks, and sustain their competitiveness in a challenging business world.

Likewise, understanding the social roles that an individual plays in the lives of others helps them provide the needed support to others, specifically in the same culture. In sociology, a mismatch between the support provided and the needed support is expected due to cultural differences (Kim et al., 2008). Thus, extra-organizational social support, in other words, individual network support provided by their family, friends, and significant others, is the exact required support that matches the needed support. Furthermore, in psychology, the formation of self-esteem takes a long time and fluctuates based on various elements, such as moving from one social status to another (Abdel-Khalek, 2016). According to Abdel-Khalek (2016), an individual's self-esteem is associated with his mental health, as individuals with low self-esteem tend to have negative moods compared with those with high self-esteem. Therefore, the inclusion of self-esteem will contribute to highlighting the differences between different sources of support for self-esteem. This will enrich the knowledge in both sociology and psychology about the role of social support in self-esteem and its role in lowering employee deviance.

Previous research has focused on increasing positive attitudes from employees toward work, such as organizational citizenship behaviors (Ismael et al., 2022), work engagement (Okazaki et al., 2019), and job involvement (Babale et al., 2022). Nevertheless, researchers have paid little attention to exploring how to lower employees' negative attitudes toward work, such as WDB. Thus, this study aims to increase knowledge in terms of factors that lower employees' negative behaviors. Moreover, including SE as a mediator in the relationship between PSS and WDB is expected to add valuable information to the literature. For the practical aspect, this study is expected to provide managers with recommendations regarding how to lower deviant behaviors based on the study results. Therefore, to provide these expected contributions, the study will investigate the impact of perceived social support from family, friends, and significant others on workplace deviant bahviors, both interpersonal deviance (WDBI) and organizational deviance (WDBO) with the moderating role of SE.

Literature Review

This section highlights the concepts of the study, the relevant literature review, the theory that builds the relationships based on, and the previous studies that support the relationship between workplace deviant behaviors, perceived social support, and self-esteem.

Workplace Deviant Behaviors

In previous research, there were different points of view regarding the concept of deviant behaviors. For example, committing a crime is considered deviant behavior, making it equal to violating a normal rule (Gibbs, 1966). Furthermore, there were three classifications in specifying the source of the deviant acts. First, Robinson and Bennett (1995) classified the act of deviance as either minor or severe and either interpersonal or organizational. Within these classifications, there are four categories: production, property, political, and personal deviance. Second, O'Leary-Kelly et al. (1996) classified the sources as acts from insiders, such as the organization's employees, and acts from outsiders, such as the organization's customers. Third, Baron and Neuman (1996) classified the source as acts toward individuals and acts toward organizations, which is the main classification of Bennett and Robinson's (2000) measure of deviant behaviors. Furthermore, researchers on WDB have been using different terms such as dysfunctional behaviors, organizational misbehaviors, counterproductive behaviors, unethical behaviors, and bullying. The multiplicity of these classifications and terms all agree on some facets of WDB, such as stealing from the workplace, misusing work time, taking advantage of other workers, and absenteeism (Muafi, 2011). Thus, Robinson and Bennett (1995) have defined WDB as violating the norms of organizations, not the norms of work teams or the different cultures within organizations.

According to Hendy et al. (2019), workplace deviant behaviors have many negative outcomes, such as low levels of job satisfaction, work-family conflict, and health problems. Likewise, Li et al. (2011) found that undesirable behaviors are negatively related to employees' organizational commitment, job satisfaction, and job performance and positively related to turnover intentions and emotional exhaustion, thus costing organizations more in recruitment and harming their reputation. These and other negative outcomes harm organizations and their employees' well-being (Robinson & Bennett, 1995). Additionally, prior studies found that WDB not only costs organizations financially but also has psychological and social consequences on their employees, such as fear and guilt (Montgomery et al., 2004). Likewise, Kammeyer-Mueller et al. (2013) indicated that behaviors such as coworkers undermining lead to lower levels of social integration. Fitriastuti and Vanderstraeten (2022) also found that WDB increases workplace exclusion. Moreover, counterproductive behaviors have been found to lead to lower employee voice and coworker trust (Allen et al., 2015) and lower organizational performance (Abdullah et al., 2021). Therefore, having all the previously mentioned consequences, they highlight the undesirable effects, such as job dissatisfaction, which will harm organizations and their employees in the long term.

Perceived Social Support and Workplace Deviant Behaviors

PSS is the extent to which a person perceives support from family (FM), friends (FR), and significant others (SO) in terms of availability and adequacy (Ullah, 2017). It has been found that the

availability of social support contributes to individuals' mental health and well-being (Shi et al., 2022). In contrast, the unavailability of social support causes psychological problems (Saleem et al., 2013). Specifically, PSS has a positive relationship with desirable attitudes and behaviors, such as job satisfaction (Farhan & Atif, 2022), and a negative relationship with undesirable attitudes and behaviors, such as turnover intentions (Yang et al., 2022).

It has been illustrated that the support provided by family and friends is a fundamental source of information regarding job pre-entry (Miller & Jablin, 1991). It is crucial to examine the role of external social support from family, friends, and significant others because when there is a newcomer or when an employee moves from one department to another, they might not yet develop relationships with other employees, which leads them to seek information from external sources such as friends (Settoon & Adkins, 1997). External sources of social support provide employees with emotional and instrumental support, which assists them in stressful situations, encourages them to take the initiative in other situations, and helps control their reactions toward negative behaviors. Several studies have found that social support has a negative relationship with undesirable attitudes and behaviors. For example, in their study of 372 front-line employees in the hotel industry in Pakistan, Nisar et al. (2021) found that PSS has a negative relationship with interpersonal deviance. Additionally, in their study of 629 employees of different industries in the United States and Canada, Fiset et al. (2017) found that employees who suffer from low PSS will increase their engagement in interpersonal deviance.

Through the lens of SST, it is expected that perceiving continuous social support will play an important role in decreasing WDB because employees will be able to deal with stressful situations due to the impact provided by social support that is expected to go beyond coping with stressful situations. Thus, six hypotheses were proposed.

$H1_a$: Family support has a negative effect on workplace deviant behaviors-Interpersonal.
$H1_b$: Family support has a negative effect on workplace deviant behaviors-Organizational.

$H2_a$: Friend support has a negative effect on workplace deviant behaviors-Interpersonal.
$H2_b$: Friend support has a negative effect on workplace deviant behaviors-Organizational.

$H3_a$: Significant other support has a negative effect on workplace deviant behaviors-Interpersonal.
$H3_b$: Significant other support has a negative effect on workplace deviant behaviors-Organizational.

The Mediating Role of Self-esteem

Self-esteam is the average feeling of self-evaluation that is susceptible to fluctuation based on a combination of different social situations (Heatherton & Polivy, 1991). SE has been considered a personal resource affected by emotional aspects (Bai et al., 2016). Bai et al. (2016) found that family incivility led individuals to undermine their personal values, leading them to waste work time because they viewed themselves as incapable of achieving the required tasks. Contrary to this, individuals who experience social support from family, friends, and significant others are expected to view themselves as valuable. This personal value is illustrated to be a buffer between the individual and their life's undesirable aspects, which leads to positive outcomes (Solomon, 2006), such as utilizing the work time to achieve their work-required tasks and lowering their tendency to practice undesirable behaviors.

The important point is that socially integrated individuals have advantages such as creating more diverse self-concepts, such as being a parent or a friend; those individuals have more resources to refer to under stressful situations, which makes them less affected by stress (Yildiz & Karadas, 2017). Several studies have found a positive relationship between PSS and SE. For example, Poudel et al. (2020) in their study of 348 undergraduate students; Liu et al. (2021) in their study of 612 secondary school students from Chongqing in China; and John and Bapu KG (2022) in their study of 243 adolescents from India, they all found that higher levels of PSS will lead to higher levels of SE.

To emphasize, individuals with higher levels of SE have an advantage over those with lower levels of SE because those with lower levels of SE are expected to experience a harder time when handling stressful situations than people with high levels of SE (Orth & Robins, 2014). Several studies have found that individuals with higher SE will avoid engaging in undesirable attitudes and behaviors such as WDB. For example, in their study of 132 employees of different industries in Canada, Ferris et al. (2009) found that SE and WDB have a negative relationship. Likewise, in their three studies of employees in different industries in the United States, Vogel and Mitchell (2017) found that SE has a negative relationship with organizational deviance. Moreover, Bai et al. (2016), in their studies of 284 employees in a firm in China; Riaz et al. (2020), in their study of 398 employees in different industries in Pakistan; and Nurmalaah et al. (2022), in their study of 114 employees of a ministry in Indonesia, all found that SE is negatively related to counterproductive work behaviors. Also, in their study of 111 employees of a restaurant in China, Park et al. (2021) found that SE is negatively related to counterproductive work behaviors that are directed at individuals.

In SST, it is expected that perceiving continuous social support will play an important role in increasing SE. Thus, the benefit of this perception will go beyond coping with stressful situations by leading the employees to act desirably, such as lowering their engagement in deviant behaviors.

$H4_a$: Self-esteem mediates the relationship between family support and workplace deviant behaviors-Interpersonal.

$H4_b$: Self-esteem mediates the relationship between family support and workplace deviant behaviors-Organizational.

$H5_a$: Self-esteem mediates the relationship between friend support and workplace deviant behaviors-Interpersonal.

$H5_b$: Self-esteem mediates the relationship between friend support and workplace deviant behaviors-Organizational.

$H6_a$: Self-esteem mediates the relationship between significant other support and workplace deviant behaviors-Interpersonal.

$H6_b$: Self-esteem mediates the relationship between significant other support and workplace deviant behaviors-Organizational.

Figure 1 shows the proposed research model of the study.

Figure 1
Proposed Model
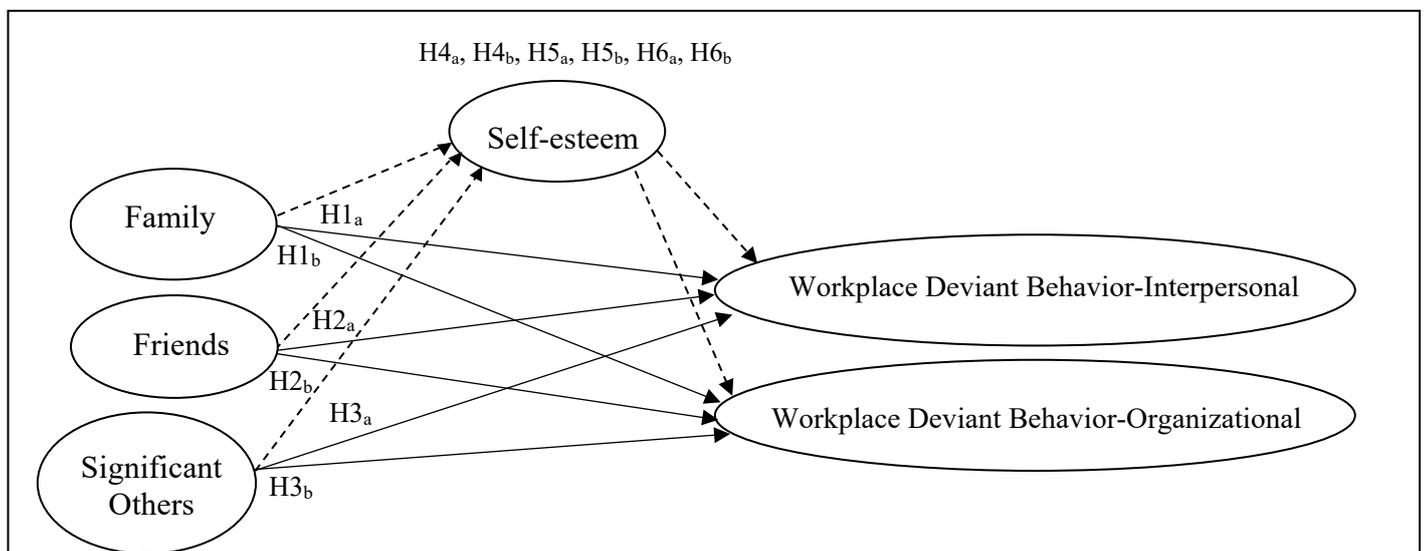
Method

Participants

This study's sample constitutes 244 employees from the construction sector in Saudi Arabia. This sector is considered the most attractive sector for foreign direct investment in Saudi Arabia, based on the report of investment highlights in the first quarter of 2023 (Invest Saudi, 2023). This study focused on WDB in this sector to maintain its attractiveness by uncovering the role of perceived social support in lowering employee engagement in WDB. Furthermore, the data was collected through non-probability sampling methods with two stages. The first stage is purposive sampling to choose firms with more than 100 employees, and the second stage is convenience sampling to collect the data from those firms.

Additionally, the collection of data was done through an online survey. The sample size was determined based on the rule of thumb of Bentler and Chou (1987). This rule suggests that the ratio of the number of participants to items in the questionnaire should be at a minimum of 5 to 1 and at a maximum of 10 to 1. As a result, the aim was to reach a sample size between a minimum of 175 and a maximum of 350. Therefore, the sample size for this study was 244 participants. Table 1 shows the demographic characteristics of the participants.

Table 1
Demographic Characteristics (n=244)

Variable	Category	Frequency (*n* =24)	Percentage
Gender	Male	227	93.00%
	Female	17	7.00%
Age	Less than 20	-	-
	20–29	91	37.30%
	30–39	97	39.80%
	40–49	42	17.20%
	50–59	13	5.30%
	More than 60	1	0.40%
Marital status	Married	152	62.30%
	unmarried	92	37.70%
Level of education	High school	10	4.10%
	Diploma	17	7.00%
	Bachelor	186	76.20%
	Master's	30	12.30%
	PhD	1	0.40%
Organizational tenure	Less than a year	26	10.70%
	1–5 years	91	37.30%
	6–10 years	60	24.60%
	11–15 years	29	11.90%
	More than 15 years	38	15.60%

Instruments

The workplace deviant behaviors (WDB) scale developed by Bennett and Robinson (2000) was used in this study. It has two subdimensions: WDBI and WDBO. The measure has seven items for the WDBI dimension and 11 items for the WDBO dimension, and it aims to investigate the extent to which the respondent engaged in each behavior in the last year. An example of interpersonal deviance items is "Made fun of someone at work," and an example of organizational deviance is "Taken an additional or longer break than is acceptable at your workplace." The measure has a 5-point Likert scale ranging from 1 = never to 5 = daily. The reported Cronbach's alphas are .81 for WDBI and .78 for WDBO.

The perceived social support (PSS) scale developed by Zimet et al. (1988) was used. It has three subdimensions: family (FM), friends (FR), and significant others (SO), and each of them has four items.

The measure asks respondents to indicate their agreement or disagreement with each statement. An example item of the family dimension is "I get the emotional help and support I need from my family," an example item of the friend dimension is "I can talk about my problems with my friends," and an example item of the significant others dimension is "There is a special person who is around when I am in need." The measure has a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The overall reported Cronbach's alpha is .88.

The self-esteem (SE) scale developed by Rosenberg (1965) and shortened by Monteiro et al. (2021) was used. The measure has five items, and asks respondents to indicate their agreement or disagreement with each statement. An example of the items is "On the whole, I am satisfied with myself." The measure has a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The reported Cronbach's alpha is .88. The control variables are gender, age, level of education, organizational tenure, and marital status.

Procedure

The survey items were translated into Arabic using forward and backward transiting methods Brislin (1970, 1986). In addition, the survey was pretested using a pilot study, Q-sorting, and think-aloud techniques. The data collection took four months, from November 2021 to February 2022, through an online survey, and the analysis was made using SPSS and Mplus 8.7.

The data were collected using Google Forms, and there was no missing data to deal with because answering every question in the survey is mandatory. The second step in preparing the data was to save the data in two different file formats, one for use in SPSS and the other for use in Mplus version 8.7.

The analysis starts with testing the assumption of multivariate normality. Then, the mean, standard deviations, and correlations among the study's variables are reported. Likewise, validity and reliability are reported. In addition, the measurement and structural model assessment were based on several criteria of fit indices. For example, when the sample is more than 250, and the indicators are more than 30, the comparative fit index (CFI) and tucker-lewis index (TLI) should be above .90, the standardized root mean squared residual (SRMR) should be equal to .08 or less, and the root mean squared error of approximation (RMSEA) should be less than .07 (Hair et al., 2010). Furthermore, those indices also have other acceptable criteria: CFI equal to or higher than .90 (Bentler & Bonett, 1980), TLI close to or higher than .90 (Schumacker & Lomax, 2012), SRMR less than .08 (Hu & Bentler, 1999), and RMSEA between .08 and .10 (Hu & Bentler, 1999). Likewise, the ratio of Chi-square to degrees of freedom χ^2/df should be equal to 5 or less (Wheaton et al., 1977). Lastly, hypotheses testing and common method bias were investigated.

Ethical Considerations

This study was approved by the Committee of Scientific Research Ethics of King Saud University in Riyadh, Saudi Arabia, on October 10, 2021 (reference number: KSU-HE-21-517)

Results

The study aimed to examine PSS's impact on WDB and uncover the role of SE as a mediator between PSS and WDB. The analysis was made using SPSS and Mplus 8.7. SPSS software was used to compute the descriptive statistics. Mplus was used to conduct structural equation modeling by testing the measurement model fit and structural model fit and examining the study's relationships.

In the current study, the multivariate normality test was checked by the skewness and kurtosis of the variables. According to Dimitrov (2012), multivariate normality is the most important assumption to conduct before proceeding to structural equation modeling. Univariate skewness and kurtosis should be less than ±2 (Kline, 2011). The research data shows higher numbers than ±2 in some variables. As for Mardia's multivariate normality test, its coefficient should be less than 5 to indicate multivariate normality (Byrne, 2010). Mardia's coefficient is 121, indicating that the data is not normally distributed. The violation

of the multivariate normality justifies the use of robust maximum likelihood (ML) with Satora-Bentler scales (mean-adjusted) chi-square.

Table 2 highlights mean, standard deviations, and correlations among the study's variables. As can be seen from Table 2, the significant correlations indicate a relationship between two variables at $p < .01$. In other words, it emphasizes the extent to which two variables are associated and is never to be used to conclude a causation relationship (Asuero et al., 2006).

Table 2
Means, Standard Deviations, and Correlations among the Study Variables

Variable	Mean	*SD*	1	2	3	4	5	6	Cronbach's alpha	CR	AVE
WDBI	1.34	.53	1.00						.70	.73	.35
WDBO	1.33	.40	.83***	1.00					.78	.78	.31
FM	4.08	.79	-.08	-.08	1.00				.81	.81	.54
FR	3.87	.77	-.09	-.05*	.28*	1.00			.81	.80	.51
SO	4.17	.83	-.12**	-.07	.47***	.72***	1.00		.92	.92	.74
SE	4.11	.40	-.29***	-.28***	.22***	.14*	.18**	1.00	.79	.71	.31

Note. * $p < .05$. ** $p < .01$. *** $p < .001$. WDBI = workplace deviant behaviors-interpersonal, WDBO = workplace deviant behaviors-organizational, FM = Family, FR = Friends, SO = Significant others, SE = self-esteem, CR = composite reliability, AVE = average variance extracted.

Reliability and Validity Testing

Reliability can be estimated using Cronbach's alpha. According to George and Mallery (2003), Cronbach's alpha values consideration are as follows: ≥ .90 excellent, ≥ .80 good, ≥ .70 acceptable, ≥ .60 questionable, ≥ .50 poor, and < .05 unacceptable. As can be seen from Table 2, all of the Cronbach's alphas of the study constructs are above .70, indicating acceptable reliability levels. For the convergent validity, there are three criteria for evaluating it. The first one is that all the CFA items should be higher than .40 (Hair et al., 2006), the second one is that the composite reliability (CR) should be higher than .70 (Hair et al., 2010), and the third one is the average variance extracted (AVE) of constructs should be higher than .50 (Hair et al., 2010). One item with less than a .40 factor loading was deleted to achieve convergent validity, but all the other items were higher than .40. For the CR and AVE, as seen in Table 2, the CR for all constructs is .70 and higher. Only three constructs have met the threshold of .50 for the AVE, but the other three constructs have AVE lower than .50. According to Fornell and Larcker (1981), if the AVE is lower than .50 but the CR is higher than .60, that indicates adequate convergent validity. Therefore, convergent validity is achieved.

The Heterotrait–Monotrait ratio of correlations (HTMT) was utilized for discriminant validity, and all values should be lower than .85 (Kline, 2016). As seen in Table 3, all values are lower than the determined value of .85, indicating that the study's instruments have discriminant validity.

Table 3
Discriminant Validity (HTMT)

Study Variables	(1)	(2)	(3)	(4)	(5)	(6)
(1) WDBI						
(2) WDBO	.77					
(3) Family	-.07	-.00				
(4) Friends	-.10	-.00	.54			
(5) Significant others	-.12	-.00	.49	.69		
(6) Self-esteem	-.29	-.02	.21	.14	.20	

Assessment of Measurement Model, Structural Model, and Hypotheses Testing

The measurement model of the study is evaluated through confirmatory factorial analysis in order to confirm the expected structure of the used factors (Dimitrov, 2012). As seen in Table 4, all of the used fit indices have met the recommended criteria. In this study, the researchers did not focus on chi-square insignificance criteria because it is highly sensitive to the sample size (Dimitrov, 2012). According to Dimitrov (2012), when the sample size increases, the p-value of the chi-square will decrease, which leads to rejection of the model fit; therefore, it is recommended not to build the decision based on chi-square alone. Furthermore, for the structural model, the same criteria were used; as can be seen in Table 4, the structural model fit the expected model, thus proceeding to hypotheses testing.

Table 4
The Fit of the Measurement and Structural Model

Fit Index	Recommended Criteria	Measurement model	Structural model
χ^2/df	≤ 5	1.62	1.61
CFI	$\geq .90$	.91	.90
TLI	$\geq .90$	.90	.90
RMSEA	$\leq .08$	.04 (.03-.04)	.03 (.03-.04)
SRMR	$\leq .08$	.05	.05

Note. χ^2/df: the ratio of chi-square to degrees of freedom, CFI: comparative fit index TLI: Tucker Lewis index, RMSEA: root mean squared error of approximation, SRMR: Standardized Root Mean Squared Residual.

Hypotheses Testing

Figure 2
The Structural Model
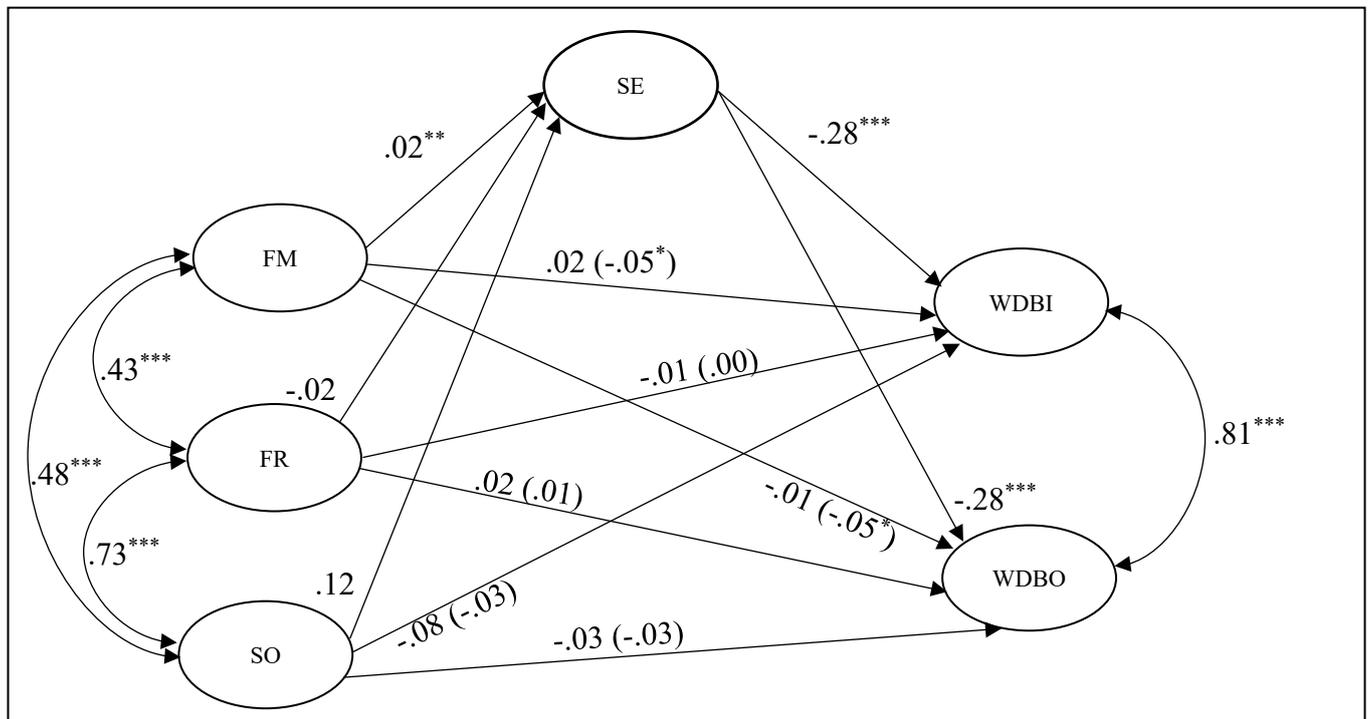
Note. WDBI = workplace deviant behaviors-interpersonal, WDBO = workplace deviant behaviors-organizational, FM = Family, FR = Friends, SO = Significant others, SE = self-esteem. $p \leq .05$. **$p \leq .01$. ***$p \leq .001$. The path coefficients in parentheses show the indirect effects

Figure 3 highlights the structural model of the study. It includes the dependent variables WDBI and WDBO, the independent variables FM, FR, and SO, and the mediator SE, and the figure includes the control variables gender, age, level of education, organizational tenure, and marital status.

As shown in Figure 3, even though the dependent variables WDBI and WDBO are highly correlated, .82, the scholars who developed this measure emphasized that the measures are correlated but different (Bennett & Robinson, 2000; Robinson & Bennett, 1995). According to Bennett and Robinson, those two types of deviance are motivated by distinct elements and will also result in distinct outcomes (Bennett & Robinson, 2000; Robinson & Bennett, 1995). Therefore, those two types of deviance are expected to respond differently to the study predictor variables. The practice of separately testing those two types of deviance is widely used (e.g., Guay et al., 2016; Khalid et al., 2023; Mitchell & Ambrose, 2007; Thau et al., 2009)

Table 6
Testing the Direct and Indirect Relationships

Hypothesis	Relationship	Estimate	S.E.	Result
H1a	FM → WDBI	-.01	.05	Not supported
H1b	FM → WDBO	-.00	.05	Not supported
H2a	FR → WDBI	-.00	.07	Not supported
H2b	FR → WDBO	.01	.07	Not supported
H3a	SO → WDBI	-.07	.06	Not supported
H3b	SO → WDBO	-.03	.07	Not supported
H4a	FM → SE → WDBI	-.04*	.02	Supported – Full Mediation
H4b	FM → SE → WDBO	-.05*	.02	Supported – Full Mediation
H5a	FR → SE → WDBI	.00	.02	Not supported
H5b	FR → SE → WDBO	.00	.02	Not supported
H6a	SO → SE → WDBI	-.03	.02	Not supported
H6b	SO → SE → WDBO	-.03	.02	Not supported

Note. S.E. = standard error. $*p \leq .05$, $**p \leq .01$, $***p \leq .001$. WDBI = workplace deviant behaviors-interpersonal, WDBO = workplace deviant behaviors-organizational, FM = Family, FR = Friends, SO = Significant others, and SE = self-esteem.

Table 6 highlights the study hypotheses with its results. As shown, all the direct relationships from PSS-specific dimensions, FM, FR, and SO, to WDBI and WDBO are insignificant and do not support hypotheses H1a, H1b, H2a, H2b, H3a, and H3b. SE was significantly related to WDBI ($\beta = -.28$; $p = .00$) and WDBO ($\beta = -.28$; $p = .00$). For the mediation relationships, the indirect impact, it is clear from Table 6 that SE does not mediate the relationships of FR and both WDBI ($\beta = -.00$; $p = .80$) and WDBO ($\beta = .00$; $p = .80$). Likewise, SE does not mediate the relationships of SO, and both WDBI ($\beta = -.03$; $p = .18$) and WDBO ($\beta = -.03$; $p = .19$). SE only mediates the relationship between FM and both WDBI ($\beta = -.04$; $p = .02$) and WDBO ($\beta = -.05$; $p = .02$), with full mediation. The control variables were all insignificant.

Common Method Bias

In this study, Harman's single-factor test is used to detect CMB. According to Tehseen et al. (2017), Harman's single-factor test is one of the most widely used tests to detect CMB in behavioral studies. According to Podsakoff et al. (2003), factor analysis is used to determine the value of the variation explained by all the items by incorporating them into one factor. Put differently, the study has CMB if this single factor accounts for more than 50% of the variance. Based on this test, the items of this study explain 17.45% of the variance, which indicates that there is no CMB in this study.

<div style="text-align:center">

Discussion and Conclusion

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Discussion of the Main Results

This study aimed to examine the impact of PSS on WDB, considering the mediating role of SE between PSS and WDB. Based on the results, this study failed to confirm the findings of previous studies that different sources of social support, from family, friends, and significant others, have negative

relationships with interpersonal and organizational deviances. In addition, this study indicated that SE has a mediating effect between family support and both interpersonal and organizational deviances. At the same time, there is no evidence of support regarding the mediating role of SE between friend support and both interpersonal and organizational deviances, and also significant other support and both interpersonal and organizational deviances.

Linking this finding to the social support theory, perceiving continuous social support specifically from family proves its impact by decreasing WDB because employees will not only be able to deal with stressful situations but also go beyond coping with stressful situations and encourage them to lower their engagement in deviant behaviors. Time spent with family is usually higher than time spent with others, such as friends, which indicates why only family has a significant positive influence on self-esteem compared with other sources of social support. This finding is consistent with Kim and Nho (2020) who conducted a longitudinal study and found that family support positively impacts individuals' self-esteem. Thus, family has a significant impact on the employees' self-esteem, resulting in lower levels of interpersonal and organizational deviance. This finding is also consistent with previous studies such as Ferris et al. (2009), Vogel and Mitchell (2017), Bai et al. (2016), Riaz et al. (2020), Nurmalaah et al. (2022), and Park et al. (2021). These found that SE has a negative relationship with WDB.

The insignificant result of family support on both WDBI and WDBO confirms the importance of having higher levels of SE as a mechanism to achieve lower levels of WDBI and WDBO. According to Riaz et al. (2020), self-esteem enhancement results from innate abilities and achievements throughout a lifetime. That is why only family support significantly impacts WDBI and WDBO through the mediation of SE because employees spend a long period of their lives with family. Besides, the data were collected during COVID-19, when almost all the employees were working remotely, which makes the impact of family clearer than that of other sources of support. Likewise, for the insignificant results from friends and significant others toward SE, WDBI, and WDBO, even though friends and significant others are considered important social resources, not always friends and significant others care for each other feelings and think of others benefits (Hood et al., 2017). Most importantly, the data were collected during COVID-19, which might impact the appearance of significant relationships because almost all the employees were working remotely.

Limitations
This study has several limitations that open paths for future research. The first limitation is the sample size, which is considered small. Besides, the sampling methods were based on non-probability sampling, purposive, and convenience sampling, which have disadvantages such as being unrepresentative of the population. Thus, the results of this study cannot be generalized to the population. Future research is encouraged to increase their sample size; probability sampling could be used to reach results that are more accurate and able to be generalized.

In addition, in this research, the data were self-reported. Even though this research has no common method bias, future research is encouraged to collect the data from different sources to reach more accurate data. Another important limitation is that this research sample is from construction sector employees, which results in specific levels of WDB in this sector. Therefore, future research should consider other sectors or use it as a control variable.

Implications for Behavioral Science
This study answers different questions that will enrich the behavioral science literature theoretically and practically. At first, this research filled the gap specified by Noermijati et al. (2021), who highlighted the need for future researchers to investigate variables that can contribute to lower employee deviance. They provided examples that need to be studied, such as personal resources, job resources, and social capital. Therefore, this study filled this gap by focusing on different sources of social capital: the support

provided by family, friends, and significant others. Likewise, this study also filled this gap by studying personal resources such as SE as a mediator between PSS and WDB. Additionally, this research is one of the rare studies that have applied the SST developed by Shumaker and Brownell (1984) in the organizational context, which will give future research new lenses to build on.

This study has determined the impact of family support on WDBI and WDBO through the mediation of SE. Therefore, it serves as a guide for the HR practices. Careful attention should be considered when determining the HR practices that the chosen practices that will be applied in the organization should focus on enhancing the employee's moral values and skills and highly emphasize the organization's laws and punishments, not only the laws that regulate the employee relationship with the organization but also the laws that regulate interpersonal relationships inside the organization. In addition, HR practices should emphasize the importance of family in employee behaviors and invest in strategies that strengthen employee relationships with their families.

Likewise, families should provide adequate support that boosts their members' self-esteem, as it will enhance their positive behaviors and attitudes. It is important for families to create an environment that promotes their members' self-worth by increasing their self-confidence by, for example, giving them a chance to express their opinions, letting them participate in decision-making, and assigning them important roles in the family, such as the responsibility of spending money to purchase household needs.

Conclusion

This investigation is based on the social support theory. Furthermore, this research was carried out using a sample from the construction sector in KSA using purposive and convenience sampling methods of non-probability, which limit the ability to generalize the results of this research. The statistical analysis provides evidence that SE fully mediates the negative relationships between family support and both WDBI and WDBO. Therefore, practical implications were provided specifically for HR managers regarding which practices should be considered and for families by suggesting how to provide adequate support.

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