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The Influence of Social Support and Flexible Work Arrangement on Deviant Workplace Behavior with Work-Life Balance as A Mediating Variable: Case Study on Startup Employee in Yogyakarta

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ABSTRACT

This study aims to investigate the influence of social support and flexible work arrangement on deviant workplace behavior, mediated by work-life balance. The research employs a quantitative approach, where primary data is obtained through the use of questionnaires. The respondents of this study are startup employees in Yogyakarta, totaling 169 respondents. Data analysis is conducted using the PLS-SEM method with the SmartPLS 4.0 application. The results of this study indicate that social support and flexible work arrangement have a negative impact on deviant workplace behavior and a positive impact on work-life balance. Furthermore, work-life balance is also found to have a negative impact on deviant workplace behavior. Additionally, the study identifies the mediating effect of work-life balance in the indirect relationship between social support and flexible work arrangement on deviant workplace behavior.

Keywords: social support, flexible work arrangement, work life balance, deviant workplace behaviour

INTRODUCTION

Deviant workplace behavior (DWB), or workplace deviance, is a phenomenon that can be defined as behavior that violates organizational norms, thereby threatening the well-being of the organization, its members, or both. They further state that deviant employee behavior is a common occurrence in almost all organizations, with estimates suggesting that around 33% to 75% of employees have been involved in various forms of norm-violating behavior (Robinson and Bennett 1995). Examples of deviant behavior include absenteeism, project sabotage, petty theft, spreading negative gossip, or bullying colleagues, all of which have been proven to have detrimental effects and result in losses for the company. According to Muafi (2011), deviant behavior is a noteworthy issue, as such actions can lead to significant

disruptions and losses, both financially for the company and emotionally for the affected employees. This poses a challenge for companies to create decisions and regulations aimed at preventing the emergence of deviant behavior.

In maintaining employee behavior to avoid deviant behavior, the balance between work and life, or work-life balance (WLB), becomes a crucial factor. Shakir and Siddiqui (2014) interprets WLB as a situation where an individual can manage real or potential conflicts between various demands on their time and energy in such a way that they can meet personal needs and feel personally adequate. Work-life balance is essential to steer employees away from deviant behavior by increasing overall satisfaction, enhancing job engagement, and significantly reducing stress.

One common work-life balance program implemented by companies is flexible work arrangement (FWA). Flexible work arrangement, as defined by Chung and Van der Lippe (2020), is the control that workers have over when and where they work. At the organizational level, FWA has a significant impact on improving employees' work-life balance (WLB). Subramaniam et al. (2020) emphasize the importance of FWA programs that function to enhance WLB, such as flexible hours, remote work, permanent part-time positions, and telecommuting, allowing employees to align work and family responsibilities. Moreover, deviant behavior among employees can also be prevented with flexible work arrangements. This is evidenced by research conducted by Taser et al. (2022), stating that ideal flexibility policies, which are personalized agreements not following general standards and are sought and negotiated by each employee with the employer, are negatively related to employees' deviant behavior.

In addition to FWA, one factor that can enhance work-life balance (WLB) and prevent deviant workplace behavior (DWB) is social support. Cobb (1976) defines social support as information that makes an individual feel cared for, loved, valued, and part of a social network. It has been consistently found through several studies that social support not only reduces stress and enhances employee productivity but also improves the quality of work-life balance and can prevent the emergence of deviant behavior. French et al. (2018) discovered that more social support from the workplace significantly reduces the conflict between work and family needs. Social support also has a negative impact on employees' deviant behavior, as mentioned by Ellahi et al (2021), where job stress is significantly influenced by social support, and job stress plays a role in predicting the occurrence of deviant behavior in the workplace. Smoktunowicz et al. (2015) further add that social support has a significant influence on deviant behavior, with deviant behavior being higher when there are high levels of fatigue, low job control, and inadequate social support.

Based on the statements provided, this research aims to identify the influence of social support and flexible work arrangement on deviant workplace behavior with work-life balance as a mediating variable. Referring to previous research, work-life balance (WLB) is chosen as the mediating variable because it has a negative impact on employees' deviant behavior, such as social support and flexible work arrangement (FWA). Meanwhile, both social support and FWA have positive impacts on WLB. The subjects of this study are individuals working in various positions within startup companies in the Yogyakarta region, Indonesia. In the next section, a literature review will be presented followed by an explanation of the method. The research results are then presented, discussed, and concluded.

LITERATURE REVIEW AND HYPOTHESIS

Social Support

Cobb (1976) defines social support as information that makes individuals feel cared for, loved, valued, and part of a network with reciprocal responsibilities. House et al. (1985) divided social support into three types of resources: (1) Instrumental support which involves assistance in material form, such as providing financial aid or helping with daily tasks, (2) Informational support includes providing relevant information to help individuals cope with current issues and serves as guidance in facing difficulties, and (3) Emotional support involves expressions of empathy, concern, reassurance, and trust, providing individuals with the opportunity to express themselves emotionally and share their feelings. Social support plays a crucial role in promoting well-being, resilience, and coping abilities, particularly during times of stress, adversity, or transition.

Flexible Work Arrangement

A flexible work arrangement (FWA) refers to alternative work schedules or arrangements that allow employees to have more control over when, where, and how they work. According to Čiarnienė et al. (2018), flexible work arrangement (FWA) can be defined as a set of benefits provided by companies to employees, enabling them to control their work time and location beyond standard provisions. Chung and Van der Horst (2018) classify FWA into three categories, (1) Schedule control allows employees to have control over the amount of hours worked, such as part-time work or job sharing with colleagues, (2) Flexitime that enables workers to rearrange their work hours, such as adjusting start and finish times and managing the number of hours worked per day or per week with the possibility of accumulating hours for days off, and (3) Teleworking which allows employees to work remotely from locations outside the standard workplace, such as from home or another location. Flexible work arrangements are designed to accommodate employees' needs while meeting the goals of the organization. FWAs aim to enhance work-life balance, increase employee satisfaction and productivity, reduce turnover, and attract and retain talent.

Work-Life Balance

The concept of work-life balance, as viewed by Sirgy and Lee (2018), involves individuals' engagement in work and non-work roles and efforts to minimize conflicts between these roles. The definition of work-life balance (WLB) can be categorized into two main dimensions: engagement in various roles in work life, and minimal conflict between work and life roles. According to Shakir and Siddiqui (2014), work-life balance is not just about balancing or equalizing the time between work and non-work life. Instead, it is more about how employees have control over when, where, and how they work, thereby achieving maximum satisfaction. Additionally, this contributes to the view that employees' lives and work remain beneficial and acceptable as business standards. Overall, work-life balance is essential for individual well-being, organizational success, and societal health. It allows individuals to lead fulfilling lives while effectively managing their professional responsibilities.

Deviant Workplace Behavior

Workplace deviant behavior, defined as intentional actions violating organizational standards and threatening organizational interests or its employees (Bennett and Robinson 2000),

encompasses harmful actions intentionally directed towards the organization and individuals. Robinson and Bennett (1995) divided deviant workplace behaviors into two aspects: severity levels (minor & serious) and nature (interpersonal & organizational). Based on these dimensions, employees' deviant actions can be classified into four different categories: (1) Production deviance, which is a category of relatively minor deviant behavior but still harmful to the organization, such as leaving early, excessive breaks, intentionally working slowly, and wasting resources; (2) property deviance, which is serious and harmful deviance to the organization, such as sabotaging equipment, accepting bribes, lying about work hours, and stealing from the company; (3) political deviance, which is minor and harmful interpersonal deviant behavior where an employee engages in social interactions that put others at personal or political loss, such as showing favoritism, gossiping about coworkers, blaming coworkers, and engaging in unhealthy competition; (4) personal aggression, which is significant and harmful deviant behavior in interpersonal relationships, including aggressive actions towards others such as sexual harassment, verbal abuse, stealing from coworkers, and behavior threatening the safety of coworkers.

Hypothesis Development

The Influence of Social Support on Work-Life Balance

Social support plays a significant role in work-life balance, as evidenced by various studies showing a positive and significant relationship between social support and work-life balance among employees in Indonesian companies. Fardianto and Muzakki (2020) found that workplace support, particularly from supervisors, had the most significant influence on work-life balance.

Similarly, research by Zellawati and Fasha (2021) highlighted the strong association between family-based social support and work-life balance. Additionally, Uddin et al. (2020) examined the influence of work-life balance policies in companies, emphasizing the importance of various forms of social support, including support from colleagues, supervisors, and family, in enhancing employees' work-life balance. Previous literature reviews by French et al., (2018) also support the significant correlation between social support and work-life balance. Based on these statements, it can be hypothesized that:

H_1: There is a positive influence between social support and work-life balance.

The Influence of Flexible Work Arrangements on Work-Life Balance

A few studies concluded that implementing flexibility in work arrangements creates comfort and minimizes issues as employees can better manage their lives, leading to a balanced allocation of time between work and family (Shakir and Siddiqui, 2014; Sirgy and Lee, 2018). Subramaniam et al. (2020) found that the main benefit of flexible work arrangements for women in Malaysia is the improvement of relationships with family members, including children and siblings, resulting in better work-life balance.

Consequently, organizations should prioritize implementing policies and structures supporting employees' work-life balance, as it significantly enhances employee performance, job satisfaction, and reduces stress. Notably, studies like those by Subramaniam et al. (2020) were conducted during the COVID-19 pandemic, where work-from-home policies, a form of flexible work arrangement, were prevalent. Employees responded positively to flexible work arrangements during this period, as it allowed for better scheduling and reaffirmed that

flexible work arrangements can enhance employee well-being. These findings suggest a hypothesis:

H₂: *There is a positive influence between flexible work arrangements and work-life balance.*

The Influence of Work-Life Balance on Deviant Workplace Behavior

Previous studies consistently show a significant relationship between work-life balance and deviant workplace behavior. Akanni et al. (2018) found that dimensions of work-life balance such as low job achievement and life meaning predict the emergence of deviant workplace behavior. Similarly, Shakir and Siddiqui (2014) identified different dimensions of work-life balance, including long working hours, family responsibilities, role conflict, and personal commitment, with all dimensions except personal commitment significantly influencing deviant workplace behavior. They also noted that when employees feel their workplace does not provide adequate opportunities to control their work, it leads to a sense of psychological contract violation, potentially resulting in deviant behavior. These findings suggest a hypothesis:

H₃: *There is a negative influence between work-life balance and deviant workplace behavior.*

The Influence of Social Support on Deviant Workplace Behavior

Social support has been observed to exert a significant impact on employees' deviant behavior at the workplace across various studies. For instance, in the research conducted by Smoktunowicz et al. (2015), it was revealed that heightened job demands are indirectly linked to deviant work behavior through the mediation of work fatigue, a relationship that can be mitigated by the presence of social support. Beside of that, Tian and Guo (2019) study proves the applicability of the framework of organizational shame in a Chinese context and provides support for the affective events theory, from the perspective of actors. Furthermore, this study offers insight into how to ameliorate the negative effects of deviant workplace behavior. These findings suggest a hypothesis:

H₄: *There is a negative influence between social support and deviant workplace behavior.*

The Influence of Flexible Work Arrangement on Deviant Workplace Behavior

Abdallah and Abdallah (2020) identified job flexibility as a driver for enhanced productive work behavior and reduced deviant conduct. This is reinforced by the statement Ciarnienė et al. (2018), flexible work arrangement (FWA) can be defined as a set of benefits provided by companies to employees, enabling them to control their work time and location beyond standard provisions. In summary, these investigations indicate that while flexible work arrangements may alleviate deviant behavior, various factors may influence this relationship.

H₅: *There is a negative influence between flexible work arrangements and deviant workplace behavior.*

The Influence of Social Support on Deviant Workplace Behavior through Work Life Balance

Social support can influence employees' deviant workplace behavior through various mechanisms, as indicated by previous research findings. For instance, it can enhance employees' psychological well-being, alleviate stress, and help them cope with job demands,

as discussed by Chiu et al. (2015) and Ellahi et al. (2021). Smoktunowicz et al. (2015) highlighted the significance of social support factors when employees experience fatigue and high job demands to mitigate deviant behavior in the workplace. Additionally, Work-Life Balance (WLB) can be seen as an outcome of social support, while also serving as a predictor of employee deviance. These suggest that social support can facilitate WLB by providing employees with resources, flexibility, and strategies to manage their various roles and demands. Meanwhile, work-life balance can influence employee deviant behavior by impacting their attitudes, emotions, and behaviors at work. Moreover, elements such as work schedule arrangements, flexible work arrangements, employees' break times, social support for employees, and efforts to manage responsibilities as factors that can anticipate employee behavior and, if provided by the company, can prevent employees from engaging in inappropriate behavior.

H₆: There is a negative influence between social support and deviant workplace behavior mediated by work-life balance.

The Influence of Flexible Work Arrangement on Deviant Workplace Behavior through Work Life Balance

Previous research suggests that flexible work arrangement (FWA) can enhance work-life balance, consequently reducing employees' deviant workplace behavior. Research by Malik and Lenka (2020) indicates that maintaining a balance between work and personal life is a factor influencing the level of deviant behavior in the workplace, although its impact may be relatively low. Moreover, their findings emphasize the importance of flexibility in work arrangements to support the harmonization of employees' work and personal lives. This relationship is also evident in the study conducted by Aziz-Ur-Rehman and Siddiqui (2019), where they state that flexible work arrangements have a positive effect on work-life balance, subsequently leading to job satisfaction. There is also a mediating effect of work-life balance on the relationship between flexible working hours and job satisfaction. Job satisfaction is a determinant factor for the emergence of deviant behavior in the workplace, as evidenced by previous studies.

H₇: There is a negative influence between flexible work arrangements and deviant workplace behavior mediated by work-life balance.
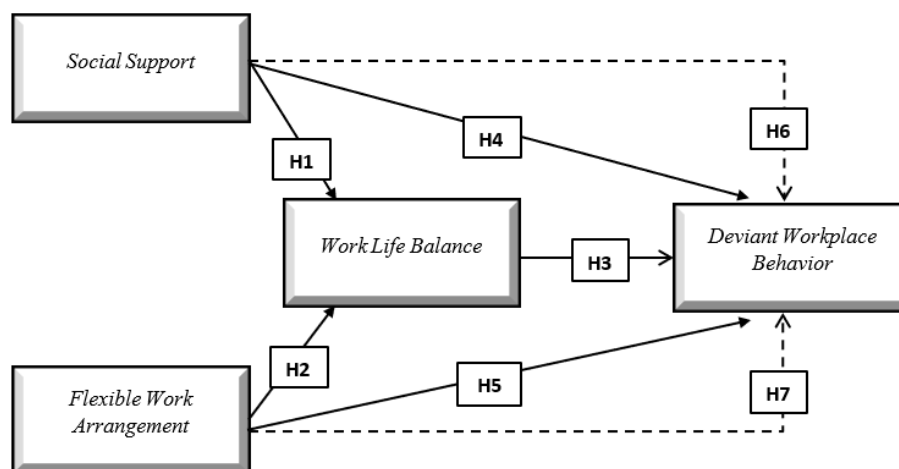

Figure 1. Research Framework

METHOD

This study employed a quantitative approach, chosen based on previous research that utilized the same method and the focus on collecting statistical data. The population consisted of employees of startup companies in Yogyakarta, with a sample size of 169 respondents selected using random sampling techniques. Data collection utilized an online questionnaire created with Google Forms. Researchers contacted startup companies in Yogyakarta through social media or using the contact information available on their respective social media accounts/websites. To measure all elements in the questionnaire, a likert scale with 5 options was used, ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), to 5 (strongly agree). Specifically, for the deviant workplace behavior (DWB) variable indicators, the Likert scale ranged from 1 (never), 2 (very rarely), 3 (sometimes), 4 (often), to 5 (always). The study was analyzed using SmartPLS 4.0, an application used for data analysis and hypothesis testing.

RESULTS AND DISCUSSION

This research utilized the Partial Least Square - Structural Equation Model (PLS-SEM) method available in SmartPLS version 4.0 to test the validity and reliability of the research model. The validity testing was conducted in two stages, namely convergent validity and discriminant validity.
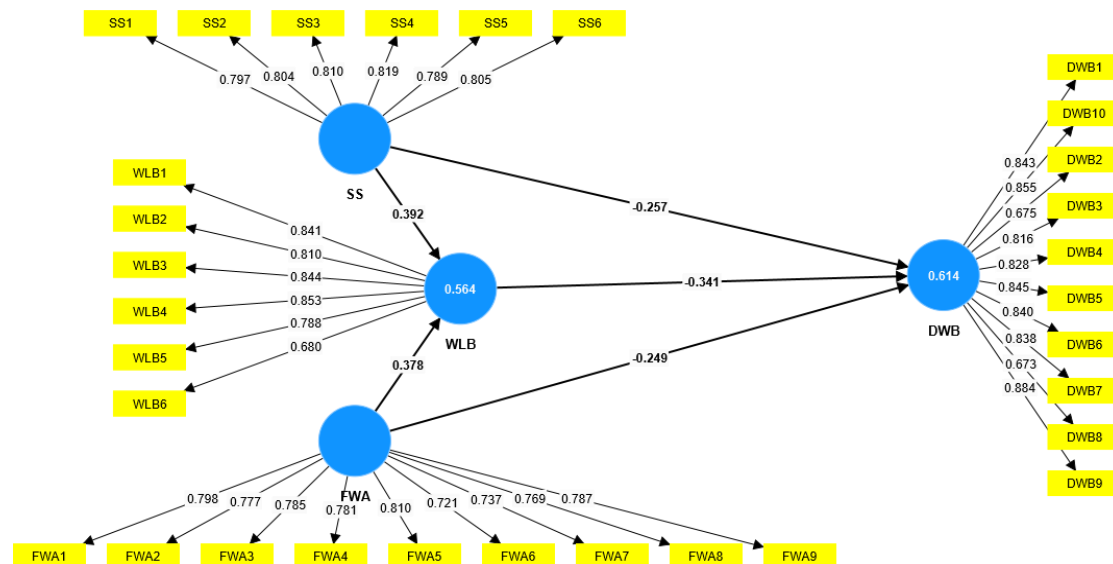
Validity Analysis

Outer Loading

Figure 2. Outer Loading (1st Model)

Based on the above figure, there are three indicators whose outer loading values do not meet the minimum validity threshold of 0,700. These indicators are DWB2 with a value of 0,675; DWB8 with a value of 0,673; and WLB6 with a value of 0,680. Therefore, these three indicators are removed from the model, and a recalculation is performed, this time with a total of 28 indicators. The figure presenting the results of the calculation for the second model is shown below:
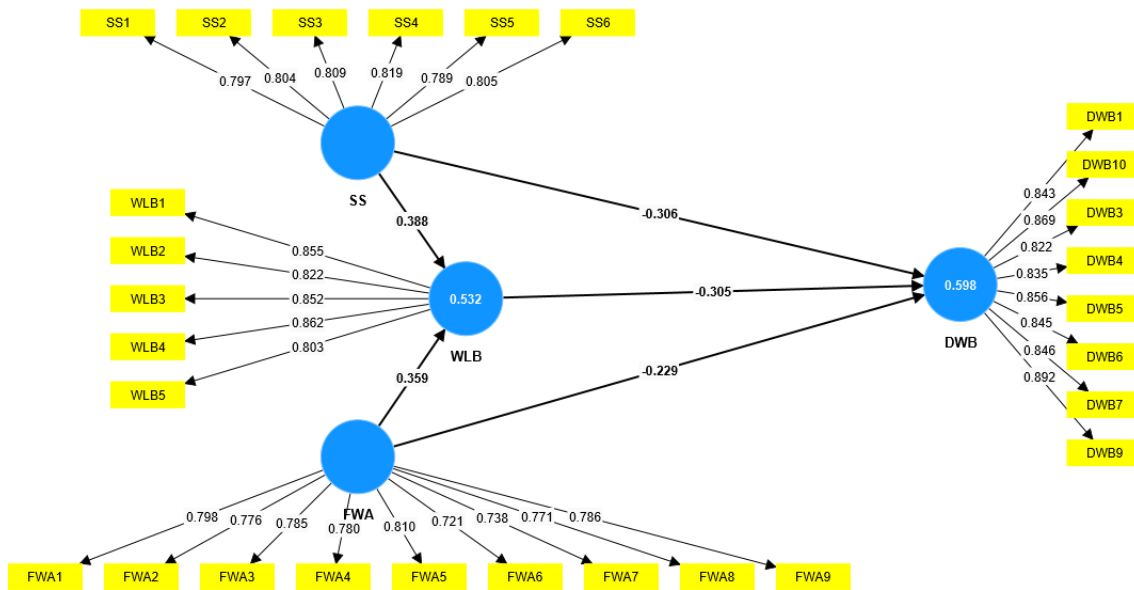
Figure 3. Outer Loading (2nd Model)

Based on figure 3 above, it can be concluded that all variables have met the minimum validity threshold for outer loading with an outer loading value > 0,700.

Average Variance Extracted (AVE)

Table 1. Average Variance Extracted (AVE)

Construct	AVE	Results
DWB	0,724	Valid
FWA	0,600	Valid
SS	0,646	Valid
WLB	0,704	Valid

Source: Data Analysis (2023)

Based on the table above, it can be concluded that the AVE values for each construct are considered valid with DWB construct value at 0,724; FWA at 0,600; SS at 0,646; and WLB at 0,704. With this, the validity testing analysis can proceed to the next stage.

Fornell-Larcker

Table 2. Fornell-Larcker Value

	DWB	FWA	SS	WLB
DWB	0,851			
FWA	-0,722	0,774		
SS	-0,730	0,703	0,804	
WLB	-0,686	0,710	0,713	0,839

Source: Data Analysis (2023)

By examining the table above, the Fornell-Larcker values meet the validity criteria. The correlation of DWB with DWB has a higher value than its correlation with FWA, SS, and

WLB. Similarly, other variables show the highest correlation with themselves compared to other variables. Therefore, the Fornell-Larcker analysis is considered valid.

Reliability Analysis

Conbach's Alpha

Table 3. Cronbach Alpha dan Composite Reliability Value

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Results
DWB	0,946	0,947	0,955	Valid
FWA	0,916	0,917	0,931	Valid
SS	0,891	0,892	0,916	Valid
WLB	0,895	0,897	0,922	Valid

Source: Data Analysis (2023)

The table above indicates that all Cronbach's alpha and composite reliability values >0,700; thus confirming their reliability.

R-Square Value

Table 4. R-Squares Value

Independent Variable	Dependent Variable	R-Squares
Social Support, Flexible Work Arrangement, Work Life Balance	Deviant Workplace Behaviour	0,598
Social Support, Flexible Work Arrangement	Work Life Balance	0,532

Source: Data Analysis (2023)

According to the table, the R-Squares value for the deviant workplace behavior variable is 0,598 or 59,8%, indicating that social support, flexible work arrangement, and work-life balance variables can explain 59,8% of deviant workplace behavior, while the remaining 40,2% is explained by other variables not included in this study. Additionally, the R-Squares value for the work-life balance variable is 0,532 or 53,2%, meaning that social support and flexible work arrangement variables explain 53,2% of work-life balance, while the remaining 46.8% is explained by other variables not considered in this study.

Hypothesis Testing

Table 5. Direct Effect Hypothesis Testing

	Original Sample (O)	T-Statistics	P-Values	Results
SS -> WLB	0,388	3,188	0,002	H1 accepted
FWA -> WLB	0,359	3,360	0,001	H2 accepted
WLB -> DWB	-0,305	3,157	0,002	H3 accepted
SS -> DWB	-0,306	2,482	0,013	H4 accepted

	Original Sample (O)	T-Statistics	P-Values	Results
FWA -> DWB	-0,229	2,027	0,043	H5 accepted

Source: Data Analysis (2023)

Table 6. Indirect Effect Hypothesis Testing

	Original Sample (O)	T statistics	P-Values	
SS -> WLB -> DWB	-0,119	2,008	0,045	H6 accepted
FWA -> WLB -> DWB	-0,110	2,369	0,018	H7 accepted

Source: Data Analysis (2023)

Discussion

The Influence of Social Support on Work-Life Balance

Based on table 5, social support significantly influences work-life balance, indicated by coefficient estimates of 0,388; a t-statistic of 3,188; and p-values of 0,002. This supports Hypothesis 1, stating a positive impact of social support on work-life balance. In essence, individuals with high social support can balance their personal and professional lives. These findings align with research by French et al. (2018), showing a positive correlation between social support and family-work conflict. Similarly, Uddin et al. (2020) found perceived social support crucial for maintaining work-life balance among female bankers in Bangladesh. Respondents in this study felt that adequate social support enhances work-life balance by reducing role conflicts between family and work, addressing a common cause of life and work imbalance.

The Influence of Flexible Work Arrangements on Work-Life Balance

The relationship between flexible work arrangements and work-life balance significantly influences with coefficient estimates of 0,359; a t-statistic of 3,360; and a p-value of 0,001. This supports Hypothesis 2, indicating a positive impact of flexible work arrangements on work-life balance. Individuals with flexible work arrangements tend to achieve a better balance between their work and personal lives. This aligns with prior research, such as Subramaniam et al. (2020), indicating that flexible work arrangements reduce stress and enhance work-life balance. Flexible work arrangements also found to positively impact the work-life balance of respondents. Respondents in this study generally agreed that flexible work arrangements enable them to achieve work-life balance by allowing them to allocate time for personal and work-related activities, thus avoiding conflicts between life and work.

The Influence of Work-Life Balance on Deviant Workplace Behavior

The correlation between work-life balance and deviant workplace behavior shows a coefficient estimate of -0,305; a t-statistic of 3,157; and a p-value of 0,002; indicating a significant negative impact. This supports Hypothesis 3, suggesting a negative influence of work-life balance on deviant workplace behavior. Respondents with good work-life balance are less likely to engage in deviant workplace behavior. These findings align with previous

research; Rubab (2017) found a significant positive correlation between work-life and family-work conflict. Similarly, Shakir and Siddiqui (2014) noted that all dimensions of work-life balance significantly influence deviant workplace behavior. Most respondents in this study believe that high work-life balance reduces the tendency for deviant workplace behavior, as adequate balance fulfills their needs, preventing engagement in such behavior.

The Influence of Social Support on Deviant Workplace Behavior

The relationship between social support and deviant workplace behavior shows a coefficient estimate of -0,306; a t-statistic of 2,482; and a p-value of 0,013; indicating a significant negative impact. This supports Hypothesis 4, suggesting a negative influence of social support on deviant workplace behavior. Respondents with high social support are likely to exhibit lower levels of deviant workplace behavior. These results align with previous studies; Ellahi et al. (2021) found that social support significantly influences deviant behavior influenced by work pressure. Other research mentioned that inadequate support from superiors can lead to deviant behavior. Smoktunowicz et al. (2015) also identified social support as a determinant of counterproductive behavior. Respondents' tendencies indicated that high social support results in low deviant workplace behavior, emphasizing the significance of this relationship.

The Influence of Flexible Work Arrangement on Deviant Workplace Behavior

The relationship between flexible work arrangements and deviant workplace behavior has a coefficient estimate of -0,229; a t-statistic reaching 2,027; and a p-value of 0,043; indicating a significant negative impact. This supports Hypothesis 5, indicating a negative influence of flexible work arrangements on deviant workplace behavior. Respondents perceiving high flexible work arrangements tend to exhibit lower levels of deviant workplace behavior. These results align with previous studies, Taser et al. (2022) found a positive relationship between flexibility policies and employee performance and a negative relationship with employee deviant behavior. Abdallah and Abdallah (2020) added that job flexibility fosters productive behavior and prevents employees from engaging in deviant behavior at work. Most respondents in this study believe that high flexible work arrangements contribute to lower deviant workplace behavior, emphasizing the importance of such arrangements.

The Influence of Social Support on Deviant Workplace Behavior through Work Life Balance

Hypothesis testing indicates that the relationship between social support and deviant workplace behavior, mediated by work-life balance, has a coefficient estimate of -0,119; a t-statistic of 2,008; and a p-value of 0,045; suggesting a significant negative impact. This supports Hypothesis 6, indicating a negative influence of social support on deviant workplace behavior mediated by work-life balance. Respondents with high social support are likely to enhance work-life balance and reduce deviant workplace behavior. Research result suggests that factors such as social support and work-life balance predict employee behavior. Workplace social support plays a significant role in reducing deviant behavior, especially when supported by good work-life balance. Work-life imbalance can trigger deviant behavior, making good social support crucial in enhancing work-life balance and reducing the risk of deviant behavior. These findings align with research by Smoktunowicz et al. (2015) highlighted the significance of social support factors when employees experience fatigue and high job demands to mitigate deviant behavior in the workplace.

The Influence of Flexible Work Arrangement on Deviant Workplace Behavior through Work Life Balance

Hypothesis 7 testing indicates that the relationship between flexible work arrangements and deviant workplace behavior, mediated by work-life balance, has a coefficient estimate of -0,110; a t-statistic of 2,369; and a p-value of 0,018; suggesting a significant negative impact. This supports Hypothesis 7, indicating a negative influence of flexible work arrangements on deviant workplace behavior mediated by work-life balance. Most respondents believe that high flexible work arrangements enhance work-life balance and reduce deviant workplace behavior. These findings align with research by Malik and Lenka (2020), emphasizing that job flexibility is an effort to support work-life balance, which, in turn, influences the level of deviant workplace behavior. Respondents generally agreed that high flexible work arrangements contribute to better work-life balance, preventing deviant workplace behavior.

RESEARCH LIMITATIONS

The study is limited to respondents working in startup companies, so the findings cannot represent employees in non-startup companies. Additionally, it focuses solely on startup companies in Yogyakarta, thus not representing employees outside this area. A wider sampling and distribution to broader regions are needed, but the difficulty in gathering respondents poses a challenge to this research.

MANAGERIAL IMPLICATION

Based on the analysis and discussion conducted previously, here are the recommendations for startup companies aimed at providing benefits:
1. Companies should prioritize the social support needs of employees both in the workplace and in the family environment through initiatives such as company guidance and promoting open communication among employees, as this can impact the work-life balance and behavior of employees in the workplace.
2. Companies should also consider policies that support employee work flexibility such as flexible working hours, remote work, or compressed work schedules. This is because flexible work policies can support employees' work-life balance, thus avoiding deviant behaviors.
3. Companies should view employees' work-life balance as a critical factor not only in determining performance but also in workplace behavior.

CONCLUSION

In conclusion, this research demonstrates that social support and flexible work arrangements significantly influence work-life balance, subsequently impacting deviant workplace behavior. High social support fosters better work-life balance, reducing the likelihood of deviant workplace behavior, as evidenced by negative coefficients in the mediation models. Similarly, favorable outcomes are observed when employees perceive flexible work arrangements, leading to enhanced work-life balance and a subsequent decrease in deviant workplace behavior.

These findings highlight the interconnectedness of social support, work-life balance, and flexible work arrangements in shaping employees' behavioral outcomes within the workplace. Organizations should recognize the importance of fostering supportive

environments and flexible work policies to promote a healthier work-life balance, thereby mitigating deviant workplace behavior among their workforce.

The study is confined to respondents working in startup companies; hence, it is assumed that the research outcomes may not be representative of employees in non-startup organizations. Additionally, the research is limited to startup companies in Yogyakarta, so the findings may not generalize to employees working outside the Yogyakarta region. A broader sample collection and distribution across diverse regions would be beneficial, but the challenge of gathering respondents poses a limitation to this study.

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