THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATION SUPPORT, PERCEIVED CAREER DEVELOPMENT OPPORTUNITY，JOB STRESS AND "LYING FLAT"

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ABSTRACT

The phenomenon of "lying flat" among employees has garnered growing attention in high-pressure work environment. This study investigates the influence of perceived organizational support, perceived career development opportunity, and job stress on the attitude of lying flat among employees in the manufacturing sector. Google forms were used to distribute a self-administered questionnaire among employees in Top Glove Corporation. A total of 400 valid responses were collected and analyzed. Statistical analyses, including reliability tests, descriptive statistics, Pearson's correlation, and multiple regression, were employed to examine the relationships between the variables. The findings revealed that perceived organizational support, career development opportunity and job stress have a significant relationship with lying flat attitude. The study offers practical implications for organizational leaders and HR practitioners, and suggestions are made for future research in addressing the lying flat trend in industrial workplaces.

Keywords: Lying Flat, Perceived Organizational Support, Career Development Opportunity, Job Stress

ABSTRAK

Fenomena "lying flat" dalam kalangan pekerja semakin mendapat perhatian dalam persekitaran kerja bertekanan tinggi. Kajian ini dijalankan untuk menyelidik pengaruh sokongan organisasi yang dirasai, peluang pembangunan kerjaya yang dirasai, dan tekanan kerja terhadap sikap "lying flat" dalam kalangan pekerja sektor pembuatan. Soal selidik telah diedarkan secara kendiri melalui Google Forms, menyasarkan pekerja dari Top Glove Corporation. Sebanyak 400 respons yang sah telah dikumpulkan dan dianalisis. Analisis statistik yang digunakan merangkumi ujian kebolehpercayaan, statistik deskriptif, korelasi Pearson, dan regresi berganda bagi menilai hubungan antara pemboleh ubah. Dapatan kajian menunjukkan bahawa sokongan organisasi yang dirasai, peluang pembangunan kerjaya, dan tekanan kerja mempunyai hubungan yang signifikan dengan sikap "lying flat". Kajian ini memberikan implikasi praktikal kepada pihak pengurusan organisasi dan pengamal sumber manusia, serta mencadangkan beberapa saranan untuk kajian lanjutan dalam menangani trend "lying flat" di tempat kerja industri.

Kata kunci: Lying Flat, Sokongan Organisasi yang Dirasai, Peluang Pembangunan Kerjaya, Tekanan Kerja

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TABLE OF CONTENT

CHAPTER THREE: RESEARCH METHODOGY

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

DV	Dependent Variable
IV	Independent Variable
JS	Job stress
LF	“Lying flat"
PCDO	Perceived Career development opportunities
POS	Perceived Organizational support
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The modern workforce is increasingly shaped by factors such as perceived organizational support, perceived career development opportunities, job stress, and “lying flat”. Global economic pressures, shifting societal norms, and advances in technology have altered how employees view their roles within organizations. In particular, the concept of "lying flat" has emerged as a response to overwhelming work pressures. Originating from China, "lying flat" refers to a rejection of the competitive, success-driven culture commonly found in corporate settings (Deepalakshmi, Tiwari, Baruah, Seth, & Bisht, 2024). This mindset is particularly prevalent among younger employees who opt to disengage from the high-performance expectations of traditional career paths in favor of a more balanced lifestyle. (Gallup, 2025).

This study aims at examining the relationship between the prevalence of lying flat at Top Glove Malaysia and the organizational support, job stress, and availability of the career opportunities. More precisely, it will focus on analyzing whether the company's practices in the specified areas lead to employee "lying flat" behavior. Lying flat is an emerging trend that can be viewed as a deviation of employee expectations, especially among younger generations since they start valuing work-life balance and mental health to a much bigger extent. It is through learning about what motivates this behavior that organizations such as Top Glove will be able to work out ways of mitigating this issue not solely through the reduction of stress factors in their jobs

but by also giving workers the opportunity to advance their careers in meaningful ways so as to create a higher level of involvement and a more productive team of workers in general. It is also an opportune time to conduct this research because many countries are moving to making their workplaces centric to employees and also there is an emerging interest on how organizations practice so as to promote employee wellbeing (Maslach & Leiter, 2008).

1.1 Background of Study

1.1.1 Top Glove Background

Founded in 1991, Top Glove Corporation has grown into the world's largest manufacturer of rubber gloves, commanding a significant presence in the global healthcare and industrial sectors. Headquartered in Malaysia, the company serves customers in over 195 countries, supplying a wide range of gloves, including latex, nitrile, and vinyl types. (Top Glove, 2024). Its rise to global prominence was particularly accelerated during the COVID-19 pandemic, when demand for protective medical equipment surged worldwide.

Top Glove operates more than 40 manufacturing facilities and employs over 21,000 workers across its operations in more than 140 countries (Top Glove, n.d.). The company's success is built on its extensive production capacity, integrated supply chain, and strong emphasis on efficiency and cost leadership. However, its rapid expansion has also brought increased attention to issues related to workforce management and employee welfare, particularly in high-pressure production environments.

As a dominant player in the glove manufacturing industry, Top Glove's business model relies heavily on high-volume output and global distribution networks. This has positioned the company as a key supplier for hospitals, laboratories, and industrial users, making it a critical part of global public health infrastructure. Its continued growth and sustainability, however, depend not only on market performance but also on how well it manages operational challenges tied to labor, compliance, and corporate responsibility.

Top Glove Corporation Bhd, the world's largest rubber glove manufacturer, has long been recognized for its rapid production pace, especially during periods of heightened global demand such as the COVID-19 pandemic. However, this extraordinary demand also exposed workers to a high-pressure work environment. Employees often faced extended working hours, sometimes exceeding the legal limits, to meet urgent international orders. The production targets were stringent, leaving little room for rest or recovery. The physical strain from repetitive tasks, combined with the mental pressure of strict supervision and performance monitoring, created an environment where stress and fatigue were common. Many workers reported that the fast-paced, target-driven culture prioritized output over well-being, leading to increased risk of burnout, workplace accidents, and overall job dissatisfaction. This situation highlighted the critical need for balanced workload management, adequate rest periods, and comprehensive employee support systems to ensure both productivity and employee welfare.

1.1.2 Issue Of Lying Flat

Organizational support has a major influence on employee well-being, job satisfaction, and

lying flat behavior. Companies that invest in comprehensive support systems such as career development programs, mental health services, and employee recognition are more likely to cultivate a motivated and resilient workforce (Deepalakshmi, 2024). However, the effectiveness of such support largely depends on employees' perceptions and experiences. A recent Gallup (2025) survey highlights this disconnect, revealing that only 39% of manufacturing workers feel adequately supported, with the remaining 61% expressing dissatisfaction. This gap is particularly evident at Top Glove, where employee assistance programs exist but may not be fully impactful or equally accessible across departments.

This perceived lack of meaningful support contributes to the growing "lying flat" phenomenon, which is a passive work attitude characterized by emotional disengagement and resistance to traditional corporate pressure. Younger employees, in particular, increasingly prioritize work-life balance and mental well-being over promotions or financial rewards (Gallup, 2025). When support mechanisms are insufficient, these workers may resort to minimalist work strategies, which involve doing the minimum necessary to prevent burnout without resorting to outright quitting.

A key driver of this behavior is limited career advancement. According to a McKinsey & Company report (2021), 52% of employees would lose motivation without visible pathways for professional growth. At Top Glove, hierarchical rigidity and highly specialized roles often leave entry-level staff with few prospects for progression (Low, 2022). The company's emphasis on rapid scaling and operational efficiency has, at times, sidelined long-term career

development strategies. As a result, many employees report feeling professionally stagnant (Hashim, 2013), which erodes motivation and further fuels disengaged attitudes like lying flat.

Job stress compounds the issue. In high-demand industries like manufacturing, employees face constant pressure to meet targets, manage long hours, and balance personal responsibilities. The American Institute of Stress (2024) found that 80% of manufacturing workers report moderate to high stress levels. Top Glove's own internal survey (2024) mirrors this trend: 43% of employees reported excessive stress, and 32% considered resigning due to burnout. The company's Sustainability Report (2024) also acknowledges occupational stress as a critical challenge. Without effective interventions such as flexible scheduling, mental health resources, or workload balancing, stress remains a major trigger for lying-flat behavior.

The interplay of poor organizational support, limited career mobility, and high job stress creates an environment where lying flat becomes a rational coping mechanism. A Rhoades (2002) study underscores this dynamic, finding that employees who perceive strong organizational support are significantly less likely to disengage. However, many workplaces, including Top Glove, perceive such support as inconsistent or insufficient, particularly among frontline and production-level staff.

Moreover, younger generations entering the workforce bring new expectations around meaningful work, mental health, and personal fulfillment (Sun, 2019). When organizations fail to meet these expectations, employees may reframe work not as a source of identity or

achievement, but merely as a necessity—further legitimizing the lying flat response.

To overcome these trends organizations such as Top Glove would have to go above and beyond to restore the trust, strengthen the support systems as well as ensure there are transparent career ladders. Such endeavor embraces routine check-ins, customized growth programs, health activities, and all-inclusive regulations that cater to the changing workforce demands (Zhou, 2022). Addressing the root causes of lying flat behavior is not only key to reversing the spread but also essential for sustaining productivity and morale in the long term.

1.2 Problem Statement

The phenomenon of "lying flat," which refers to the rejection of overwork and competition in favor of a minimalist lifestyle, has received considerable media coverage in regions such as China and parts of Asia. Despite its increasing relevance, there remains a notable gap in robust quantitative research on its impact within high-pressure industries, particularly in manufacturing. Firstly, most existing studies on "lying flat" are primarily qualitative in nature, focusing on its cultural implications or examining its effects in low-stress environments (Schaufeli, 2004). These studies have not sufficiently explored the consequences of this phenomenon in high-demand sectors, where employees face immense pressure to meet production targets and experience inherent job stress (Rhoades, 2002).

Secondly, limited research has been conducted on the manifestation of "lying flat" within the manufacturing industry, where continuous production demands, long working hours, and high-

stress conditions may create an environment conducive to such behavior. This gap presents an opportunity for a focused, quantitative investigation into how “lying flat” influences employees’ attitudes and behaviors in high-pressure settings, particularly within prominent manufacturing firms like Top Glove (Tara, 2024). Thirdly, while much of the discussion around “lying flat” has centered on corporate cultures emphasizing high performance and personal achievement, there is a lack of research specifically addressing how this phenomenon affects employees in high-stress industries like manufacturing (Wang, 2022). Current studies tend to overlook the unique pressures faced by workers in these sectors, where the demands of production could directly contribute to a decline in productivity and organizational commitment and cause lying flat behavior (Huang, 2016).

1.3 Research Question

1.3.1 What is the relationship between perceived organizational support and the "lying flat"?

1.3.2 What is the relationship between perceived career development opportunities and the "lying flat"?

1.3.3 What is the relationship between job stress and the "lying flat"?

1.4 Research Objective

1.4.1 To examine the relationship between perceived organizational support and the "lying flat".

1.4.2 To examine the relationship between perceived career development

opportunities and the "lying flat".

1.4.3 To examine the relationship between job stress and the "lying flat".

1.5 Scope of Research

This study focuses on employees within Top Glove Corporation, specifically examining its operations in Malaysia. The research involves employees across various departments and levels within the company, including both managerial and non-managerial staff. Data collected through surveys and questionnaire to assess perceptions of organizational support, career opportunities, job stress, and the "lying flat" phenomenon. The study is geographically limited to Malaysia, and it applies a quantitative research approach using statistical analysis to measure the relationships between the independent variables (perceived organizational support, perceived career opportunities and job stress) and the dependent variable ("lying flat").

1.6 Significance of study

The core goal of this study is to explore whether the perceived organizational support, perceived career opportunities, job stress, and the "lying flat" phenomenon. This research holds significant value for both academic and practical applications. Academically, it contributes to the existing body of literature on perceived organizational behavior, perceived career development opportunities, job stress, and the "lying flat" phenomenon. It offers a deeper understanding of how organizational dynamics influence employee behavior in high-pressure environments.

Practically, the findings of this study assist Top Glove in improving its human resource management strategies, particularly in terms of reducing job stress, providing career growth opportunities, and enhancing organizational support.

1.7 Definition of Key Terms

1.7.1 Perceived Organizational Support (POS) refers to the organization's perception of employees' personal contributions and overall well-being. By providing organizational support, the organization demonstrates its commitment to employees, acknowledges their dedication, and upholds the psychological contract between both parties (Baran, 2012).

1.7.2 Perceived Career development opportunities: Perceived career development opportunities refer to the organization's structured programs for providing guidance, promotions, and skill-building initiatives, enabling employees to enhance their professional and personal growth (Choudhary, 2024).

1.7.3 Job stress: Stress is a condition or situation that arises when individuals face challenging events. In the workplace, it is referred to as job stress. When job demands exceed an individual's ability to manage them, it can impact their mental state and personality, as well as lead to physical and behavioral issues (Jalagat, 2017).

1.7.4 “Lying Flat”: "Lying flat" is defined as a state in which some young people, when facing pressure that exceeds their psychological tolerance threshold, choose to give up striving and passively evade (Lu, 2023).

1.8 Organization of Thesis

This thesis has 5 chapters. In Chapter 1: Introduction, the background of the research, the statement of the problem, objectives of the study and importance of the study are described. The Chapter 2: Literature Review examines and comments on the literature that is available and develops the theoretical framework to guide the research. In the Chapter 3: Research Methods, the research design itself, data-gathering procedures, as well as data analysis techniques are described in great detail. Chapter 4: Data Analysis and Results entails the data analysis and results that will be followed by a detailed data explanation. Chapter 5: Discussion examines the results of the research, and their theoretical and practical implications, and provides recommendations on the basis of the results.

CHAPTER TWO

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.0 Introduction

In this chapter, we review the existing literature related to the independent variables—organizational support, job stress, and career development opportunities—and their influence on the dependent variable, the "lying flat" phenomenon. The chapter also aims to develop hypotheses that will guide the research and establish the theoretical framework underlying the study.

2.1 Definition and Dependent Variable

2.1.1 “Lying Flat”

The term "lying flat" (or “tang ping” in Mandarin) has emerged as a social movement, particularly in China, where young employees, in response to excessive work pressure, are opting for a lifestyle that rejects the relentless pursuit of career advancement, wealth accumulation, and societal expectations. The "lying flat" mentality refers to a conscious decision by employees to disengage from the competitive corporate culture by minimizing their ambitions and efforts in their careers. The primary factor that drives this phenomenon is the cry and burnout as a result of intensive working hours, unsupportive environment, and a developmental career (Febrianti, 2024).

The phenomenon of lying flat in the context of the present study means a cession of traditional

work standards and anticipations where an employee finds it viable to take a minimalistic dimension in terms of work and life where sometimes a particular employee focuses more on his personal welfare than his career success. This is normally manifested by low efforts and being passive and non-committed to career growth. The consequences of having the lying flat mentality have included low motivation, work dissatisfaction, as well as low commitment to the goal of organizations (Faye, 2024). The dependent variable in this study will investigate the rate of the lying flat behavior in the employees of Top Glove Corporation and the relationship it has with numerous factors of organizations.

The lying flat behavior has become a major concern to the Chinese companies since the year 2021, especially to the younger Chinese population. It is a certain passive reaction to social pressure, when the motivation is low (Febrianti, 2024). A negative attitude towards career development causes many employees to lose their spirit in doing their work, and this may also cause poor output and loss of talent in organizations (Faye, 2024). Zhou (2022) presents that the employees can reconsider the worth and meaning of their work by the behavior of lying flat that implies a work attitude not overlapped with the traditional values.

In the meantime, Zhou et al. (2024) state that economic insecurity and employment market difficulties have caused several youths to struggle with such matters as low-wage increase, extended work hours, and homesteading charges. Such issues make some employees frustrated, leading to the emergence of a situation in which people lie flat (Zhou, 2022). The slow economy of the world and the loss of hope of being able to rise up in the world is triggering large numbers

of the younger generations to reconsider the value of constant striving and working and hard, which in turn is causing a lack of intrinsic motivation and a willful step away out of intensive competition in both personal and occupational relations (Yin et al., 2023).

Hsu (2022) indicates that competition in the workplace is not always associated with upward rewards. Job burnout is also increased due to a work environment that entails the work situation being involute, workers feel caught in a loop of too much input and insufficient output. The negative reaction of the younger generation to such conditions characterizes itself in the form of the phenomenon of lying flat when they face overworking, undervaluing, the lack of connection to their work, excessive work demand, and the unavailability of workplace support in a competitive labor market. Thus, workers with the lying flat mentality can intentionally slow down their work, decline to take on more commitments, and remove themselves emotionally in their jobs. Even though this trend first occurred in China, this is not a trend bound to one geographical center.

Similar situation is evident in various countries, such as the "NEET" (Not in Education, Employment, or Training) group in the United Kingdom, "Boomerang Children" in the United States, the "Low-Desire Group" in Japan, and the "Social Animal Spirit" in South Korea (Lu, 2023). At present, research on "lying flat" is mainly conducted from linguistic and sociological perspectives, and all are qualitative studies lacking quantitative research (Yin Y. &., 2024). Future studies on "lying flat" can adopt quantitative methods to obtain more precise findings and enrich data sources (Xi, 2022).

2.2 Definition and Independent Variable

2.2.1 Perceived Organizational Support

Organizational support can be defined as how employees feel they are appreciated by their employer in terms of contributions towards costs and the availability of resources as well as the care of the employees. This may involve numerous things such as career growth opportunity, health wellness programs, appreciation, and helping in difficult situations. Rhoades (2002) argue that employees that believe organization has a lot to support them, have high possibilities of portraying high job satisfaction, a high level of commitment, and less likelihood of turning over.

The organization support plays an important role of alleviating the impacts of work stress (Aliddin, 2024). Employees can feel safe and loyal due to the presence of programs that help them develop their careers, mentors, and effective communication with the management. Comparatively, the lack of organizational support usually leads to the feelings of being neglected and at times can lead to burnout and the development of "lying flat" behavior.

Chen et al. (2024) suggest that by providing organizational support, organizations convey to employees that their performance and contributions are accurately evaluated, and their interests are respected, which can reduce the "lying flat" behavior. When employees feel recognized and valued, they develop a strong emotional connection with the organization and take on greater work responsibilities. Aliddin et al. (2024) emphasize that employees who receive substantial organizational support are more likely to engage in work-related activities, thereby improving

their performance and making positive contributions to the organization. When organizations support employees in engaging in activities related to their roles and responsibilities, employees tend to become more creative. Organizational support can be perceived in various ways, such as supervisors' appreciation of subordinates, a sense of belonging, and meeting employees' emotional expression needs (Widodo, 2025).

2.2.2 Perceived Career Development Opportunities

Career development opportunities refer to the availability of avenues for employees to progress in their careers, whether through promotions, skill development, or lateral career moves (Li S. &., 2021). Employees who perceive limited opportunities for growth often experience dissatisfaction, low motivation, which can contribute to negative behaviors such as the "lying flat" mentality. A lack of career progression can lead to feelings of stagnation, as employees begin to question the value of their efforts if they see no potential for growth.

Employees who feel their work is meaningful and that there are clear paths for advancement are more likely to remain motivated and committed to their organization. Without these opportunities, however, employees may disengage and adopt a minimalist approach to work, as seen in the "lying flat" phenomenon.

Li (2021) points out that employees can obtain opportunities for skill enhancement and job mobility through the organization. These opportunities help employees achieve career growth, ultimately leading to career development.

According to the research conducted by Setyawatiet (2022), the employees should be offered career and job promotion opportunities, which will become the main motivating factor. In the same vein, Choudhary (2024) argues that in the circumstances where workers feel such opportunities and backing, their loyalty back to the employers yields the desired fruit to both the employees and employers. Such opportunities include emotional intelligence, communication skills, self- assessment, value orientation about career and achievement motivation among others. Employee performance is key to career development opportunity in maintaining and improving performance (Suprayitno, 2024). Also, career development activities improve the skills, knowledge and comprehension of employees needed to enlarge the organization. Career advancement is important in influencing the quality of work, punctuality as well as pro-activeness (Hosen, 2023).

2.2.3 Job Stress

Job stress refers to the psychological and physiological strain employees experience when they perceive a mismatch between job demands and their ability to cope with them. Job stress can be caused by several factors, including high workloads, long hours, role ambiguity, and interpersonal conflicts. In high-pressure environments such as manufacturing, where Top Glove operates, employees are often exposed to long working hours and high-performance expectations. Chronic job stress is linked to negative outcomes such as burnout, absenteeism, and "lying flat" behavior, all of which can contribute to the adoption of the "lying flat" mentality (Karasek & Theorell, 1990).

Research has shown that job stress negatively impacts employee morale and productivity. In a survey conducted by the American Institute of Stress (2024), 80% of manufacturing employees reported experiencing high levels of stress. These stressors may cause employees to question the value of their work and seek to reduce their involvement in the workplace, thus fostering a disengaged mindset.

Employee unhappiness might result from excessive job stress. Work stress develops when people are in a particular job with numerous, if not opposing, needs, and the function, authority, and obligation are unclear (Anggreyani & Satrya, 2020). Because stress is a mental reaction that occurs when demands exceed an individual's ability, the effects of stress can be classified into three types: physiological symptoms (direct effects, illness, and chronic diseases); psychological symptoms (such as anxiety, low mood, and job dissatisfaction); and behavioural symptoms (poor performance, high absenteeism, and high turnover rates) (Ferdinan, 2025). According to Bandaru (2023), inability to successfully manage job stress has a negative impact on workers' physical and mental health, resulting in issues such as depression, anxiety, tension, headaches, drinking, and smoking, all of which hinder their performance.

2.3 Hypotheses Development

Research has found that a poor work environment negatively impacts employee performance, particularly in areas such as "lying flat" behavior (Jisuvei, 2019) . However, certain variables can mitigate these negative effects, one of which is organizational support. Studies have shown that organizational support has a positive impact on employee outcomes, ultimately enhancing

employee performance in the workplace (Rasool et al.,2021). Organizational support involves recognition, rewards, appreciation and encouragement for employees who demonstrate competence, inspiring them to develop new motivation. According to Aldabbas (2021), organizational support has a significant beneficial influence on employee performance, pushing individuals to engage in job activities that improve organizational results. Zhou (2024) point out that the presence of "lying flat" behaviors within an organization indicates that the current implementation of comprehensive reward strategies and support is suboptimal. Therefore, establishing effective incentive mechanisms and providing a better work environment can effectively address this issue. On the other hand, inadequate organizational support might push employees towards "lying flat" as they seek relief from the demands of a high-stress work environment. The more supported an employee feels, the more likely they are to stay motivated and engaged with their work.

Based on previous research, the following hypotheses are proposed:

H1: Perceived organizational support has a significant impact on "lying flat."

The career development system is a form of support provided by enterprises. If a company helps employees develop their careers, employees develop a sense of belonging (Febrianti & Khan, 2024). Career development positively influences "lying flat" by providing growth opportunities, job satisfaction, and motivation (Putri, 2024).

Employees typically highly value career development opportunities and access to resources

within the organization, indicating that career growth significantly impacts their work attitudes. Therefore, when organizations offer career development opportunities such as salary increases and promotions, employees are more likely to reciprocate and reduce the "lying flat" behavior (Zhu, 2022).

However, in the current economic slowdown, regardless of how hard young employees work and train, it is difficult for them to secure promotions in their careers (Zhou, 2022). As a result, employees must put in extra effort just to maintain their job positions. However, when their efforts do not yield rewards, they begin to question the purpose of their labor (Yin J. J., 2023). Young people are increasingly inclined to choose "lying flat" because they feel a sense of powerlessness in controlling their career development within the current work environment. This lack of control reduces their work motivation, making them lose interest in career growth and even actively withdraw from competitive work environments (Ma, 2024). When employees perceive that they have limited opportunities for career progression or feel that their efforts are not being rewarded, they may lose motivation and disengage from their work. The lack of a clear growth path can make work seem futile, leading employees to disengage. Conversely, when employees see tangible opportunities for advancement, they are more likely to remain committed and engaged in their work. Therefore, limited career development opportunities may encourage employees to embrace the "lying flat" attitude as a form of coping.

Based on previous research, the following hypotheses are proposed:

H2: Perceived career development opportunities have a significant impact on "lying

flat."

Van Den Berg (2008) found that higher job stress leads to lower employee vitality and dedication. In other words, the greater the job stress, the higher the likelihood of employees engaging in "lying flat" Excessive stress negatively impacts "lying flat" as it first affects their mental health (Anthony-McMann, 2016). Employees in the service industry are particularly vulnerable to stress, which, over time, reduces their performance and caused the "lying flat" behavior (Eldor, 2018). Young employees experiencing situations such as unpaid overtime in organizations can also lead to a loss of work motivation (Zhou, 2022). Overall, "lying flat" is a stagnation phenomenon caused by internal competition pressure or internal malignant competition pressure (Liao, 2025). Instead, they may adopt a "lying flat" approach, where they choose to reduce their efforts and expectations in order to preserve their mental and physical well-being. This hypothesis implies that greater job stress correlate with a higher likelihood of employees withdrawing from active participation in the workforce.

Based on previous research, the following hypotheses are proposed:

H3: Job stress has a significant impact on "lying flat."

2.4 Theoretical Framework

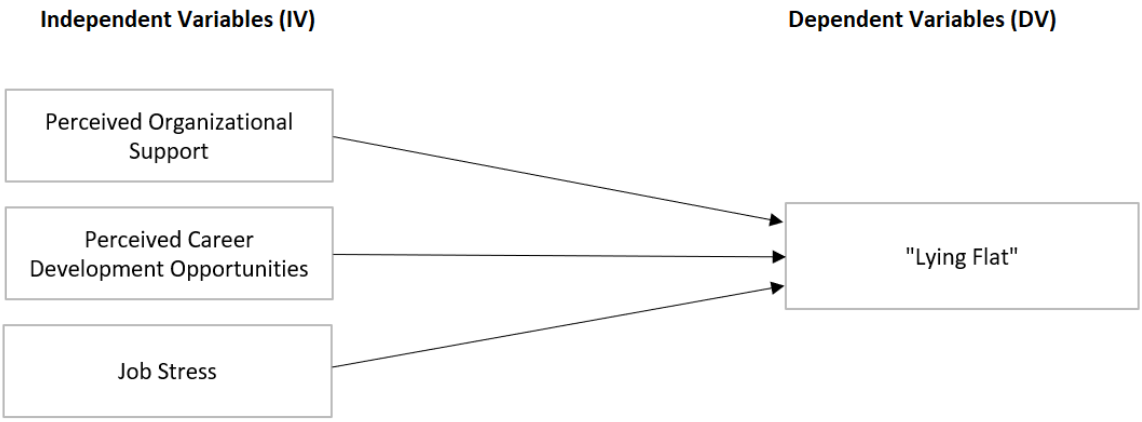

Figure 2.1
Research Framework.

2.5 Underpinning Theory

2.5.1 Introduction to Social Exchange Theory:

The Social Exchange Theory (SET) is a useful tool for studying employee behavior, especially in reaction to workplace events such as the "lying flat" phenomenon. SET contends that human relationships, whether personal or professional, are driven by a cost-benefit analysis in which people want to maximize benefits while reducing effort or stress (Ahn et al., 2024). In the context of the workplace, employees continuously evaluate whether the support, recognition, and opportunities they receive are worth the time and energy they invest. When this exchange is perceived as imbalanced where high effort yields little reward employees may emotionally withdraw and adopt a minimalist approach to work (Degutis, 2023).

At Top Glove, this theory is particularly relevant. When support systems like fair treatment, promotions, or wellness initiatives are absent or unevenly distributed, employees may feel that the organization undervalues their contributions. According to SET, this lack of reciprocity reduces motivation and can lead to disengaged behaviors like "lying flat," where workers opt out of the competitive, high-pressure culture in favor of protecting their personal well-being (Suprayitno, 2024).

The principle of reciprocity, central to SET, highlights that employees are more likely to remain committed and productive when they feel valued. However, when job stress is high and support is minimal—as reported by many employees at Top Glove—the perceived costs outweigh the benefits, prompting a retreat from ambition and organizational loyalty (Chaudhry, 2024). This retreat is not always overt resignation but often takes the form of passive resistance, where employees fulfill only the bare minimum required.

SET also implies that reversing this lying-flat behaviour requires deliberate investment from the organisation. Providing tangible benefits such as mental health resources, career development pathways, and equitable recognition can recalibrate the exchange dynamic. When employees perceive that their well-being and future are prioritised, they are more likely to reengage, thereby reducing the prevalence of lying-flat behaviour (Qiu, 2025).

2.5.2 Application of SET to research variables

This research supported by the Social Exchange Theory (SET) because this approach provides

important information on the perspective of the employees on the particular environment of their work (Alnajim, 2021). There are indications that SET implies that attitude and behaviors of employees depend on the rewards/cost equilibrium between them and the employer. When organizational support, career opportunities and job stress are subjected to the expectations of an employee, there are higher chances of retaining the employees (Ferdiana, 2023).

Organizational support means the advantages gained by the employees of the organization, in the context of SET, organizational support would mean the act of the employer which would help the employees in their development in career, in being recognized as well as the accessibility of facilities which help reduce work related stress in an employee (Mak, 2022). Workers compare the given advantages with the estimated expenses (e.g. job strains, no promotion). High perceptions of organization support by employees influences a positive relationship with the organization to which the employee works, making them feel satisfied with the job and commitment to the organization to work in (Xueyun, 2023). SET argues that once employees feel taken care of and appreciated, they would tend to stay committed and interested in what they are doing. On the other hand, low levels of perceived organizational support (emolument, etc.), whereby employees do not feel loved or supported drives up the cost of working and they might consider becoming one of the lying flat mentality people who disengage with work and pursue very little in life and in the profession. The whole process can be visualized as the actions of the employee in deciding to minimize efforts as the use of efforts cannot match the cost that the perceived benefits are not worth (Kannappan, 2023).

Social Exchange Theory (SET) also explains how job stress leads to "lying flat" behavior. When employees face excessive work pressure, long hours, or unrealistic demands, they perceive an imbalance in the exchange relationship—meaning their efforts outweigh their rewards (Saraiva, 2025). Overworked employees may feel that maintaining high levels of effort brings no real benefits, leading to the "lying flat" attitude as a form of self-protection (Zhou, 2022). Job stress, from the perspective of SET, represents one of the "costs" in the exchange relationship between the employee and employer. High job stress, particularly in high-demand environments like manufacturing, increases the psychological and physical strain on employees. When job stress outweighs the perceived benefits of staying with the organization, employees may disengage. The "lying flat" mentality, as an outcome of high stress, is an attempt to minimize the "costs" of work and seek personal fulfillment outside of the competitive and demanding work culture. According to SET, this withdrawal occurs when employees believe that their efforts no longer result in proportional rewards, leading them to seek lower-effort, more manageable alternatives in their lives (Jun, 2023). This theory explains why job stress can drive employees to disengage completely from work obligations, preferring a more balanced and less stressful lifestyle.

Employment exchange relationship is made up of career development opportunities. The Social Exchange Theory (SET) states that employees would demand career promotion, skill development, and promotions in exchange of their dedication and efforts to the company (Hosen, 2023). When workers feel a sense of motivation due to the secure career development strategy, they work at a more significant level (Mohammad, 2020). When staffs feel that their

contribution continually contributes positivity towards their upward mobility in the job market, as well as improvement in their capabilities, they tend to feel that the bargain is positive, with more advantages over sacrifices. When there are not many or even no obvious opportunities to develop their careers, employees might think that their efforts are in vain and do not reward them with a promotion, improved professional skills, etc. This means that there is no career progression and according to SET terms that makes it very expensive to remain in the job that is where the employees feel that they are not being rewarded over their efforts and the job is not rewarded by giving them some growth experience (Li H. S., 2019). Consequently, workers are likely to detach themselves with the culture of work so as to limit their contribution to avoid stress and dissatisfaction (Chambel, 2011).

Summary:

Through the application of SET to these research variables, the current research can be able to get more insight into how employees in Top Glove feel about the exchange with their employer. Employees feel that they are valued and committed to the organization when their level of support in the organizations is high, they have ample job stress to be overcome easily and the development of their career in the organization is possible. Conversely, in case with the lack of or negative perception of these factors, the employees can feel more of the so-called costs which lead to their "lying flat" behavior and acquisition of the laid-flat mentality. SET framework permits a delicate comprehension of the forces that interact with the behavior of employees with respect to the influences of the organization and offers groundings upon which one can estimate methodologies which can be used to correct that which ails the employees

and elevate the performance of a company.

2.6 Chapter Summary

This chapter has reviewed the literature related to the independent and dependent variables in the study. The concept of the "lying flat" phenomenon has been defined, along with the key independent variables of organizational support, job stress, and career development opportunities. Hypotheses have been developed to test the relationships between these variables. Theoretical concepts, mainly Social Exchange Theory were also addressed in order to understand better the role of these factors in the behavior of lying flat at Top Glove Corporation Bhd. The following chapter will specify the procedure of conducting an experiment in order to prove or reject these hypotheses and obtain empirical data.

CHAPTER THREE

RESEARCH METHODOGY

3.0 Introduction

The chapter explains how to gather the information in this research. The methodology of the research addresses some of the most important areas, such as research design, the sampling methods applied and their justification, the data collection procedures used and the explanation why these were chosen, data analysis procedures used and all other methodological aspects of the research.

3.1 Research Framework and Summary of Research Hypotheses

The research framework is based on the theoretical model derived from Social Exchange Theory (SET). The framework guides the investigation of how organizational support, job stress, and career development opportunities influence the "lying flat" phenomenon among employees at Top Glove. The following hypotheses tested in this study:

Research Framework:

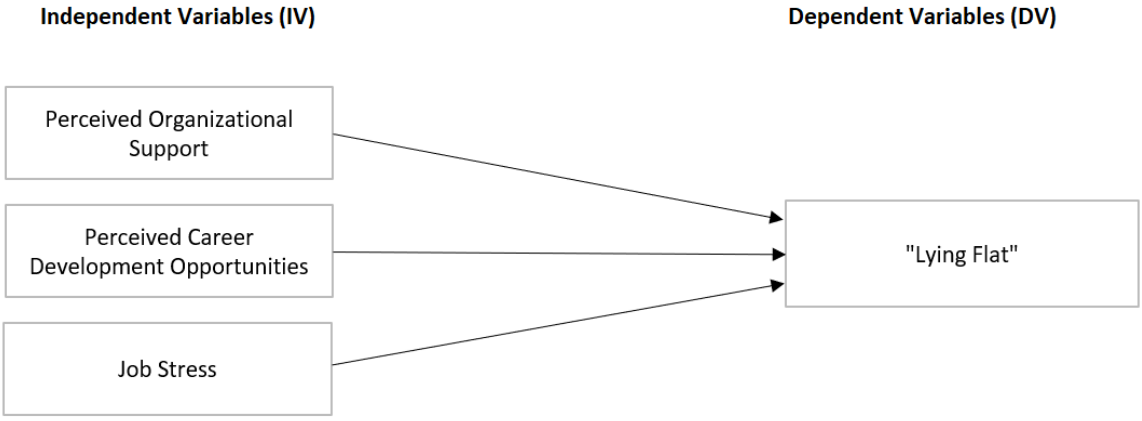

Figure 3.1
Research Framework.

Research Hypotheses:

Based on prior literature, the following hypotheses were developed:

H1: Perceived organizational support has a significant impact on "lying flat."

H2: Perceived Career development opportunities have a significant impact on "lying flat."

H3: Job stress has a significant impact on "lying flat."

3.2 Research Design

The research design is the framework chosen by the researchers for their methodologies and approaches. This approach enables researchers to use research methodologies relevant to the issue and establishes criteria for better investigation. Experimental design, case study description, research issue, and connected research are some of the subtypes of research that are shown by the research topic design. Other forms of research include survey, semi-

experimental, experiment, and discussion.

This study used a quantitative research design, utilizing a cross-sectional survey technique. The use of a quantitative design is motivated by the requirement to assess the connection between variables and evaluate hypotheses using statistical analysis. A survey approach is ideal since it enables the systematic collecting of huge amounts of data from a sample of Top Glove workers. The data was analyzed to assess the impact of organizational support, work stress, and career development prospects on the adoption of the "lying flat" phenomenon.

Using a standardized questionnaire, data is gathered. The study examines the direction and degree of connections between variables using a correlational research approach. An impartial evaluation of the construct is ensured using quantitative methods. The ability to collect data at a discrete point is a key feature of cross-sectional studies. The transformation of all verbal and nonverbal information into numerical forms and symbols is a common component of quantitative methods. A study is considered qualitative if it does not provide its findings in a numerical or quantitative format. The result is that qualitative research relies on "words" instead of "numbers" for its data. Methods like structured observation, questionnaires, and surveys are commonplace in quantitative research. They check whether the data gathered lend credence to their hypotheses about patterns or relationships by using statistical analysis.

This research paper's research design consists of eight parts. The first step is to pick a study subject. Determine the subject and discuss it with your supervisor. After identifying the study

subject, the researcher may begin defining the hypothesis, research purpose, and research questions in the second step. The third process is to define the study design. Designing the research design to ensure that all activities and flows of the study are completed on schedule.

The fourth process involves choosing the responder for the study. Following that, respondents who work at Top Glove were picked. Before collecting data, develop the questionnaire and have it checked and verified by a senior instructor. The fifth step involves data collection. Collecting data from chosen respondents.

In the sixth step, after collecting the data, the data may be analyzed. All-important data and information were manually examined and evaluated. The study results were detailed to coincide with the dropping of previously conjectured hypotheses. Following that, the seventh step includes discussion and recommendations. Along these lines, the researcher has proposed ideas for this investigation.

3.3 Unit of Analysis, Population, Sample and sampling technique

3.3.1 Unit of Analysis

In this study, the unit of analysis is the individual, specifically employees at Top Glove Corporation. The focus is on examining their perceptions of organizational support, career development opportunities, job stress, and how these factors relate to the "lying flat" phenomenon.

3.3.2 Population

The target population for this study includes all employees of Top Glove Corporation Bhd across its operational and administrative divisions. As of the latest available data, Top Glove Corporation Bhd employs approximately 22,000 employees across its various manufacturing plants in Malaysia, as well as its corporate offices (Top Glove Annual Report, 2024). This large, diverse workforce provides a solid base for understanding the broader trends in employee behavior within the manufacturing sector.

This study aims to understand the relationship between organizational support, job stress, career opportunities, and the "lying flat" phenomenon among employees. Consequently, the target group encompasses both production employees (working on the manufacturing floor) and administrative employees (working in office and support functions).

3.3.3 Sample Size

The sample size is determined based on Cohen's (1992) power analysis, which takes into account the desired statistical power (typically 0.80 or 80%), the significance level ($\alpha = 0.05$), and the expected effect size. With an effect size estimate of 0.3 (medium effect size), required sample size of a population of 22,000 employees, approximately, 400 respondents needed. This N value sufficiently large to yield a sufficient power to fasten statistically interesting relations amidst the independent variables (IVs) and the dependent variables (DV).

A margin of error set to 5% and a confidence level of 95% will be aimed at, so as to bring out a strong study based on which the study can be generalized to the rest of the employees. There

should be a response rate of about 50-60%, which can be achieved by visiting the common trend of response rates of similar surveys in manufacturing companies.

3.3.4 Purposive Sampling

Purposive sampling is used to guarantee that the sample includes important subgroups of the Top Glove employee population that are especially relevant to the research. Employees are purposefully picked using this strategy based on certain qualities such as job function (e.g., production vs. administrative functions), tenure, and age groupings. These criteria were selected to ensure that the sample includes a range of experiences and viewpoints on organizational support, career growth possibilities, work stress, and the "lying flat" problem.

Purposive sampling is selected because it enables the researcher to selectively target individuals who are most likely to offer useful information about the link between the specified parameters. This strategy guarantees that the sample contains individuals from various job functions, tenure levels, and age groups, which is critical for understanding how "lying flat" behaviors may vary across these subgroups.

3.4 Questionnaire Design

The main data collection tool of this study is structured questionnaire. The questionnaire was carefully designed to gather all the relevant information needed to test the hypothesis. The questionnaire is divided into sections, each corresponding to a different part of the required data, including demographics and each key construct (variable) in the study.

Table 3.1

The Scale used of Variables

Section	Variable	Scale Used
1	Demographic Information	Nominal Scale
2	Perceived Organizational Support	5-Point Likert Scale
3	Perceived Career Development Opportunities	5-Point Likert Scale
4	Job Stress	5-Point Likert Scale
5	"Lying Flat"	5-Point Likert Scale

Each statement used a 5-point Likert scale (1 = “strongly disagree” to 5 = “strongly agree”)

3.4.1 Section A: Demographic of the Respondents

Table 3.2

Demographic of the Respondents

No.	Question	Reference/ Source
1	Age	Klare et al., 2012
2	Gender	
3	Race	
4	Education of Level	
5	Position	
6	Year of Experience	

3.4.2 Section B: Perceived Organizational Support

Perceived organizational support was described by Rasool (2021) as the degree to which workers believe their efforts are appreciated by their employer. Eight questions centered on organizational support and developed from Rasool (2021) are shown in Table 3.3, which displays the distribution of the independent variables. The items were created using a five-point Likert scale, where '1' signifies a strong disagreement and '5' indicates a strong agreement. An adequate amount of internal consistency was shown by a reliability analysis, which yielded a

Cronbach's alpha of 0.784. The items that represent the respondents' impressions of organizational support were given the opportunity to express their degree of agreement.

Table 3.3
Basic Information on Perceived Organizational Support

Variables	Operational Definition	Items	Scales	Cronbach's Alpha	Sources
Perceived Organizational Support	Employees' perceptions of the extent to which the organization values their contributions and cares about their well-being.	4	5-point Likert scale	0.784	(Rasool, 2021)

Table 3.4
Items of the Perceived Organizational Support

No.	Question	Reference/ Source
1	The organization attaches great importance to my work goals and values.	(Rasool, 2021)
2	The organization always helps me whenever I am facing a bad time.	
3	The organization is flexible with my working hours, if needed, whenever I guarantee to complete my tasks on time.	
4	The organization provides me enough time to deal with my family matters.	

3.4.3 Section C: Perceived Career Development Opportunities

Perceived career development prospects were described by Sun and Cheng (2021) as the degree to which workers believe their company provides them with excellent chances to improve in

their careers. This variable's essential data is shown in Table 3.5. Using a five-point Likert scale from "1" (strongly disagree) to "5" (strongly agree), a battery of five questions was used to gauge workers' perspectives on career development possibilities. These items were modified based on earlier research. A good degree of internal consistency was shown by a reliability study that yielded a Cronbach's alpha of 0.874.

Table 3.5

Basic Information on Perceived Career Development Opportunities.

Variables	Operational Definition	Items	Scales	Cronbach's Alpha	Sources
Perceived Career Development Opportunities	Employees' perceptions of the availability and quality of opportunities for career growth and advancement within the organization.	5	5-point Likert scale	0.874	(Sun & Cheng, 2021).

Table 3.6

Items of the Perceived Career Development Opportunities.

No.	Question	Reference/ Source
1	My work provides me with opportunities to learn new things.	(Sun & Cheng, 2021).
2	My work gives me the possibility to fully develop and improve myself.	
3	In my current position, I have no future at all	
4	I don't see any development in my work.	
5	I gradually take on more important tasks in my organization.	

3.4.4 Section D: Job Stress

Odongo, Kibanja, and Kiiza (2025) defined job stress as the employees' perception of the pressure and demands placed on them in their work environment. This leads to emotional, physical, or psychological responses, which could negatively affect their well-being. In Table 3.3, job stress is measured using five items adapted for this study, focusing on various aspects of the employees' perceptions of work-related stress. The measurement is designed using a 5-point Likert scale, where respondents are asked to indicate their level of agreement with the items, ranging from "strongly disagree" (1) to "strongly agree" (5).

The reliability of the measurement tool was assessed using Cronbach's alpha, which yielded a value of 0.86. A Cronbach's alpha above 0.8 indicates that the scale has good internal consistency, meaning the items are reliably measuring the concept of job stress. The reference to the literature is described by Odongo, Kibanja, and Kiiza (2025) due to the intensity of their study on the stress concept in the workplace and how it affects their employees.

Table 3.7
Basic Information on Job stress

Variables	Operational Definition	Items	Scales	Cronbach's Alpha	Sources
Job stress	Employees' perception of the pressure and demands placed on them in their work environment, leading to	8	5-point Likert scale	0.86	(Odongo, Kibanja, & Kiiza, 2025)

	negative emotional, physical, or psychological responses.	

Table 3.8

Items of the Job stress

No.	**Question**	**Reference/ Source**
1	I feel stressed by my job.	(Odongo, Kibanja, & Kiiza, 2025)
2	I have too much work to do	
3	I feel I cannot work long enough or hard enough.	
4	I feel as if I will never get all my work done.	
5	It makes me tense to think about my job.	
6	I have unwanted stress as a result of my present job.	
7	I feel "burned out" after a full day of work.	
8	I feel at work makes unhappy.	

3.4.5 Section E: "Lying Flat"

The Lying Flat variable (defined in the Table 3.9) means that, a person deliberately withdraws into himself or herself trying to avoid extraneous workloads, competition and social demands, moving to a minimalistic lifestyle and work. Their six-item on a 5-point Likert scale -measuring this behavior- asks the respondents to state their levels of agreement as a number between the "1" (strongly disagree) to "5" (strongly agree). It has a Cronbach alpha value of 0.910 and thus it indicates a high level of reliability in measuring the concept of Lying Flat. The origin of this operational definition is Lu et al. (2023), meaning that this construct is founded on the modern research where disengagement and minimalism are considered one of the responses to pressures set by society.

Table 3.9

Basic Information on "Lying Flat"

Variables	Operational Definition	Items	Scales	Cronbach's Alpha	Sources
"Lying Flat"	Individual's intentional disengagement from excessive work pressures, competition, and societal expectations, adopting a minimalist approach to work and life.	6	5-point Likert scale	0.910	Lu et al., 2023

Table 3.10

Items of the "Lying Flat"

No.	Question	Reference/ Source
1	I don't have any goals and pursuits for life and study.	Lu et al., 2023
2	I feel that it is hard to change anything with my personal efforts, so I choose to give up the struggle.	
3	I don't work hard at anything.	
4	I am always reluctant to do those things that require effort to accomplish.	
5	I often finish what I should do perfunctorily.	
6	I am satisfied with my current state and don't want to get involved in any competition to prove myself.	

3.5 Research Measurement

The questionnaire is divided into five sections: sections A, B, C, D, and E. Section A is for demographic profile, while the other four parts are for organizational support, work stress, career growth prospects, and "lying flat."

The Likert Scale will be used in this research to assess employee attitudes, perceptions, and actions. The Likert scale is a fundamental and widely used psychometric instrument in educational and social science research (Joshi et al., 2015). The 5-point Likert scale is a rating method that enables respondents to express various perspectives using five answer alternatives ranging from strongly agree to strongly disagree, as well as a neutral option, allowing the investigator to get nuanced input.

The questionnaire is administered using a Likert Scale (as shown in Table 3.7), a five-point scale that enables participants to indicate how many times they disagree or agree with a statement (Saul, 2019). These areas will be questioned based on their degree of agreement, such as strongly disagree, disagree, neutral, agree, and highly agree. Finally, after the data has been gathered, it will be analyzed using the SPSS program.

3.6 Data Collection

Survey Distribution: A purposive sampling approach was employed to select participants for the survey. Given the limitations in direct access to higher-level and middle-management personnel, staff assistance was sought to distribute the survey to potential respondents. The online survey was created using Google Forms, and the survey link was shared with the participants through these staff members, who forwarded the survey to the appropriate individuals. The data collection period lasted for approximately four weeks to allow sufficient time for response collection.

Ethical Considerations: Strict ethical standards were followed during the data collection process. Each questionnaire (whether online or paper) was accompanied by an informed consent statement. The statement introduces the researchers and institutional affiliations, clearly explains the purpose of the study in plain language, and outlines what participation entails (answering a set of questions, which takes approximately 10-15 minutes). It emphasizes that participation is voluntary and that respondents may choose not to answer any questions they are uncomfortable with, and may withdraw from the survey at any time without consequence. Respondents are guaranteed confidentiality and anonymity of the survey. The questionnaire does not request personally identifiable information such as name, national identification/passport number, employee ID, phone number, or address.

3.7 Data Analysis Technique

After collecting the data from the questionnaire, the SPSS software is used to analyze and evaluate the effectiveness of various elements. Descriptive, reliability, and correlation analyses will all be under this program's purview (Rahman, 2021). Details on the respondent's age, gender, and race, among other demographics, will be included in the descriptive analysis. An independent evaluation of the consistency and dependability of the variables under study is what reliability analysis is all about. According to Hasan (2020), basic linear regression is the predecessor of multiple regression. Its applications include predicting the value of a dependent variable from its independent counterparts and understanding the interrelationships between many dependent variables. By using multiple regression, one may find out how much of the variation can be described by the model as a whole and how much of that variance can be

explained by each predictor variable individually. Through the use of correlation analysis, bivariate analysis attempts to determine the nature and direction of the link between two variables. One to one and a half is the range of the correlation coefficient. According to Schöner (2018), a correlation is considered weak when the data points to a value between 0.1 and 0.29. A moderate correlation is indicated by values between 0.3 and 0.49, and a significant correlation is between 0.5 and 0.99.

3.8 Preliminary Analysis

The second part of the study included conducting preliminary evaluations to ascertain the quality and suitability of the data for the main analysis. The following assessments were performed.

3.8.1. Normality

A fundamental need for multivariate analysis is the normality of data distribution. An abnormal distribution might undermine the validity of statistical results and the overall conclusions of the research. Normality means that the data forms a symmetrical, bell-shaped curve, where most data points are close to the average, and fewer points are found at the ends of the curve (Das, 2016). Substantial departures from normalcy may undermine statistical testing and compromise the validity of study findings. The methods used included statistical tests (skewness and kurtosis) and visual checks (histograms and normal probability plots) done with SPSS to make sure the data followed a normal distribution. Chapter 4 delineates the conclusions from these investigations.

3.8.2. Reliability

According to Soubra (2014), the term "reliability" describes how well the study's measures held up over time. A reliable measuring device produces consistent results when used repeatedly under the same conditions. To guarantee trustworthy and repeatable outcomes, this research checked the dependability of the data collecting procedure. The credibility of the method was assessed by calculating the Cronbach's alpha, which measures the reliability of the survey questions. Reliability is considered satisfactory when Cronbach's alpha is more than 0.7, as stated by Nunnally (1978). Stronger dependability is indicated by higher numbers, with optimum values being closer to 1.0. We used SPSS to check the data's dependability, and you can see the findings in Chapter 4.

3.9 Descriptive Statistics

The information that has to be gathered is going to be of a quantitative nature, meaning that it will include the measurement of quantitatively expressible phenomena like mean, age, and population size. Discrete or measurable data is the result of quantitative research's use of exact methodologies and measures. To ensure that the sample is representative of the population as a whole, random sampling is used. Experimental approaches, such as comparative and correlational investigations, are a part of quantitative research designs.

Since this research aims to define a phenomenon at a certain moment, a descriptive approach was used for data analysis. The gathered data was summarized using descriptive analysis. Before being organized for coding, the data was reviewed to make sure it was accurate,

consistent, and comprehensive. The goals of the research will be evaluated using descriptive analysis, which involves calculating the means of the dependent variables.

3.10 Inferential Analysis

Regression techniques and correlation analysis were the main statistical methods employed. Regression methods were chosen for two main reasons: most of the variables in this study are measured on a scale that allows for precise calculations, and regression provides a stronger way to look at the relationships between two or more variables than other statistical methods.

3.10.1 Correlation Analysis

Correlation analysis is to determine the degree to which two or more variables are related to one another. A positive correlation between two variables suggests that when one of the associated variables grows, so does the other. Negative correlation is the inverse of positive correlation, which indicates that while one variable decreases, the other variable increases (Schober, 2018). Statistical studies conducted in correlation trials are widely used to investigate the connection between two variables. This kind of research is also known as a bivariate analysis.

This study used the Pearson correlation to assess the kind of interaction that existed between the primary variables. The strength of the linear connection between the variables may be determined using the Pearson correlation coefficient (r). It measures interval and ratio variables, with a numerical range of -1 to +1 depending on the data being sampled. The

direction might be positive or negative, indicating whether the value is positive (+) or negative (-). According to Schober (2018), the value of r approximates the intensity of the relationship. Because the r is closer to one, the link is stronger, but a value of zero indicates that there is no relationship. Pearson correlation tests are used to measure the strength of the linear relationship between variables.

3.10.2 Regression Analysis

Regression analysis examines the interplay of the dependent and independent variables (Hasan, 2018). This connection might be either linear or nonlinear. The aim is to find the equation for a line that best illustrates the correlation between these variables. A linear connection is the link between an independent variable (X) and a dependent variable (Y). Furthermore, regression analysis aids in determining the direction of the relationship, whether positive or negative, and allows for predictions about the dependent variable based on changes in the independent variables.

3.11 Chapter Summary

This chapter describes the study technique in depth, including the framework, hypotheses, design, sample, instruments, and analytic plan. We begin the chapter by emphasizing the necessity of using a solid technique to address the research questions. We describe the conceptual framework based on social exchange theory and provide three hypotheses (H1-H3) that connect work-related elements to "lying flat" inclinations. Given that the goal of this research is to assess and link variables in a non-experimental environment, a quantitative cross-

sectional survey design is thought to be appropriate for this investigation. We specify the target population and describe our sampling approach. We detail the questionnaire's structure, breaking it down into its components and the scales used to assess each construct. We emphasize the importance of using recognized measuring scales and evaluating reliability to ensure that the collected data is valid. The data collecting processes are then explained, including mixed-mode survey administration and ethical issues such as informed permission and confidentiality, which are maintained to safeguard participants. Finally, we discuss the data analysis techniques in detail, beginning with data cleaning and basic statistics and progressing to more advanced analyses, such as multiple regression test using SPSS, and why each approach is acceptable for the study's aims. We anticipate that this study will yield valid and informative findings by carefully integrating the research design and methodologies with the theoretical framework and hypotheses. In the next chapter (Chapter 4: Data Analysis and Results), we offer the conclusions based on the data and methodology discussed above.

CHAPTER FOUR

RESEARCH FINDINGS AND ANALYSIS

4.0 Introduction

The study focuses on identifying the links between the independent variables (perceived organizational support, perceived career development opportunities, and job stress) and the dependent variable (lying flat) using survey data from the corporation's employees. This chapter contains the data collected from the researcher's study instrument, as well as the conclusions and data analysis based on participant replies. The first part examines the frequency of demographic profiles. The second portion describes the normalcy test. The third portion describes the reliability analysis test. The fourth portion describes the validity test. The fifth part provides the descriptive statistics for the variables under investigation. The sixth part describes multiple regression. The seventh part discusses Pearson's correlation analysis, and finally, hypothesis testing for all variables is provided. The research was carried out via the distribution of questionnaires to respondents using Google Forms. This study included 400 Top Glove Corporation workers.

4.1 Demographic Analysis

The total number of respondents involved in this research is 400 employees from Top Glove Corporation. There are six questions in this section, which include age, gender, race, education level, position, and years of experience.

Table 4.1

Descriptive Analysis in Demographic for Respondents.

Demographic	Details	Frequency	Percent
Age	20-30	189	47.3
	31-40	180	45.0
	41-50	27	6.8
	Above 50	4	1.0
	Total	400	100.0
Gender	Female	165	41.3
	Male	235	58.8
	Total	400	100.0
Race	Malay	145	36.3
	Chinese	202	50.5
	Indian	53	13.3
	Total	400	100.0
Education of Level	Bachelor's Degree	256	64.0
	Master's Degree	140	35.0
	Doctoral Degree (PhD)	4	1.0
	Total	400	100.0
Position	Entry-Level & Specialist Roles	154	38.5
	Middle Management	242	60.5
	Top Management	4	1.0
	Total	400	100.0
Year of Experience	0-5	161	40.3
	6-10	208	52.0
	11-15	23	5.8
	Above 15	8	2.0
	Total	400	100.0

Table 4.1 shows the demographics of the 400 respondents in the research on Perceived Organisational Support (POS), Perceived Career Development Opportunities (PCDO), Job Stress, and "Lying Flat" at Top Glove Corporation. The respondents were mostly younger, with 47.3% (189 respondents) in the 20-30 age group and 45.0% (180 respondents) in the 31-40 age range. Only 6.8% (27 respondents) are 41-50, and 1.0% (4 respondents) are beyond 50. The sample had 58.8% male respondents (235) and 41.3% female respondents (165), mirroring the

gender mix of numerous industrial businesses.

Chinese respondents made up 50.5% (202 respondents), followed by Malays at 36.3% (145 respondents) and Indians at 13.3% (53 respondents). Top Glove Corporation's demographics match this race distribution. Most respondents (64.0%, 256 respondents) have a Bachelor's Degree, followed by Master's (35.0%, 140 respondents). Only 1.0% (4 responders) hold a PhD. Middle Management jobs account for 60.5% (242 responses) of respondents. Entry-Level and Specialist positions make up 38.5% (154 responses), whereas Top Management makes up 1.0% (4 respondents). Most respondents (52.0%, 208 respondents) have 6-10 years of job experience, while 40.3% (161 respondents) have 0-5 years. Only 2.0% (8 respondents) have over 15 years of experience, whereas 5.8% (23 respondents) have 11-15 years. This demographic split helps evaluate the study's results on "lying flat" behaviours and organisational support, career advancement, and work stress at Top Glove Corporation.

4.2 Data Recode

There are 2 items that were recoded due to two reasons. Item 3 In my current position, I have no future at all and item 4 I don’t see any development in my work. These 2 items that are negative reversible questions. In SPSS analysis process need to change scale1 to 5, 2 to 4, 4 to 2 and 5 to 1.

4.3 Normality Test

Normality tests were conducted to assess the skewness and kurtosis of the data, and the results

are presented in Table 4.2. The skewness scores for this study range from a minimum of -1.755 (Job Stress) to a maximum of 1.031 (Lying Flat). The kurtosis scores range from a minimum of 2.898 (PCDO) to a maximum of 6.344 (POS). Based on these values, the skewness and kurtosis do not fall within the acceptable range for normality, as the skewness exceeds the typical range of -2 to +2, and the kurtosis is often greater than the typical threshold of 3. In addition, the Shapiro-Wilk test results further confirm the departure from normality, as all variables (POS, PCDO, JS, and LF) show a p-value of less than 0.001, indicating that the data significantly deviates from a normal distribution. Thus, the data in this study does not follow a normal distribution, and parametric analysis would not be appropriate. It is recommended that non-parametric tests be used, or data transformation techniques be applied before conducting any parametric analyses.

Table 4.2

Mean, Standard Deviation, Skewness, and Kurtosis Value for Investigated Variables.

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Perceived Organizational Support	400	13.5275	2.04320	-1.655	0.122	6.344	0.243
Perceived Career Development Opportunities	400	19.0250	3.14310	-1. 395	0.122	1.529	0.243
Job stress	400	30.9100	3.69269	-1.755	0.122	6.102	0.243
"Lying Flat"	400	16.6350	3.54658	1.031	0.122	2.912	0.243
Valid N (listwise)	400						

Table 4.3
Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
POS	0.315	400	<.001	0.791	400	<.001
PCDO	0.350	400	<.001	0.751	400	<.001
JS	0.241	400	<.001	0.817	400	<.001
LF	0.267	400	<.001	0.835	400	<.001

a. *Lilliefors Significance Correction*

4.4 Reliability Test

The Cronbach's alpha values for each variable in Table 4.4 indicate the internal consistency of the items included in the questionnaire. In the case of Lying Flat, the value of 0.807 implies excellent internal consistency and implies that the items have a close relationship with each other and are reliable. On the other hand, the Perceived Organizational Support has its Cronbach's Alpha of 0.248, which is considered to be low contextualizing internal consistency, stating that the items of this variable do not go together well, hence reducing its reliability. The internal consistency and quality of the data value of perceived career development opportunities = 0.707 show that the scale is perfectly normal. On the same note, job stress has a Cronbach's alpha of 0.735, which indicates positive consistency and adequate measurement of this aspect. The Cronbach's alpha for all 23 items is 0.688 with moderate internal consistency. Although the data can be considered reliable, it is possible that some of the items might need revising or elimination, in the case of the Perceived Organizational Support, to enhance the reliability of the overall measurement.

Furthermore, two items were recoded due to two main reasons. These items are negative reversible questions, specifically PCDO's third and fourth questions. Since these questions were negatively framed, the response scale needed to be reversed to align with the rest of the items, ensuring consistency and improving the reliability of the data for analysis.

Table 4.4

Reliability Test on Overall Questions.

Variables	No. of items	Cronbach's Alpha
Lying Flat	6	0.807
Perceived Organizational Support	4	0.248
Perceived Career Development Opportunities	5	0.707
Job stress	8	0.735

Table 4.5, the item statistics for Perceived Organizational Support show a Cronbach's Alpha of 0.737, which suggests acceptable internal consistency for the variable. However, one item has a very low reliability value of 0.248, indicating that this item does not align well with the others in the scale, and its inclusion could negatively affect the overall reliability of the variable. As a result, for the subsequent analysis, only Item 1 and Item 2, which have higher reliability (0.737), will be retained. This approach ensures that the analysis is based on more reliable items, improving the accuracy and consistency of the findings.

Table 4.5

Item Statistics on Perceived Organizational Support

	Cronbach's Alpha
The organization attaches great importance to my work goals and values.	0.737
The organization always helps me whenever I am facing a bad time.	

4.5 Descriptive Analysis of Variables

Descriptive statistics, as shown in Table 4.6, reveal that the mean values for the variables range from 2.70 (Lying Flat) to 3.86 (Job Stress), indicating a moderate to positive perception from the respondents. Lying Flat has a relatively low mean, suggesting moderate lying flat behavior, and its negative correlation with Perceived Organizational Support (-0.426) implies that employees feeling less supported are more likely to “lying flat”. On the other hand, Perceived Organizational Support has a moderate mean (3.59) and a positive correlation with Perceived Career Development Opportunities (3.80), indicating that higher organizational support is linked to better views of career growth.

And the bivariate correlation coefficient between PCDO and LF is -.406, indicating a significant negative correlation between the two variables., indicating that the more positively employees perceive career development opportunities, the less likely they are to adopt "lying flat" behavior.

Job Stress shows the highest mean (3.86), with a moderate positive correlation to both Lying Flat (0.432), indicating that high levels of stress may increase the likelihood of employees adopting the "lying flat" behavior. These findings highlight the complex relationships between these variables, where support and stress play significant roles in shaping employees' lying flat behavior and perceptions.

Table 4.6

Descriptive Statistics, scale correlation of variables

	Scale	N	Mean	SD	1	2	3	4
1	Lying Flat	400	2.7056	.62433	1			
2	Perceived Organizational Support	400	3.5900	.65515	-.426	1		
3	Perceived Career Development Opportunities	400	3.8050	.46159	-.406	.295	1	
4	Job stress	400	3.8638	.62433	.432	-.205	.209	1

***. Correlation is significant at the 0.01 level (2-tailed).*

4.6 Hypothesis Test

Multiple Regression analysis was performed to test the following hypotheses:

H1: There is a relationship between Perceived Organizational Support and "Lying Flat" behavior.

H2: There is a relationship between Perceived Career Development Opportunities and "Lying Flat" behavior.

H3: There is a relationship between Job Stress and "Lying Flat" behavior.

4.6.1 Multiple Regression

The Table 4.7 presents a summary of the regression model that investigates the relationship between several predictor variables and the dependent variable. The R value of 0.690 indicates a moderate to strong positive linear correlation between the independent variables (MeanJS, MeanPOS, MeanPCDO) and the dependent variable (Lying Flat). The Adjusted R^2 value of 0.472 adjusts for the number of predictors and suggests that 47.2% of the variance in the

dependent variable can still be explained, making this a reliable measure of fit given the inclusion of multiple predictors. The Standard Error of the Estimate is 0.45386, which reflects the average deviation of the observed values from the predicted values. This relatively low value indicates that the model's predictions are reasonably accurate. In summary, the model demonstrates a moderate explanatory power with accurate predictions, based on the provided predictors.

Table 4.7

Model Summary for Investigated Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690[a]	.476	.472	.45386

a. Predictors: (Constant), MeanST, MeanOS, MeanCDO

The regression results in Table 4.9 reveal the relationships between the independent variables (Perceived Organizational Support, Perceived Career Development Opportunities, and Job Stress) and the dependent variable, "Lying Flat." The constant term is statistically significant ($p < 0.001$), indicating that when all independent variables are zero, the baseline value for "Lying Flat" is 2.525. Among the independent variables, Perceived Organizational Support (MeanPOS) shows a negative relationship with "Lying Flat," with a coefficient of -0.184 and a standardized Beta of -0.193, suggesting that lower organizational support is linked to higher instances of "Lying Flat" behavior. Perceived Career Development Opportunities (MeanPCDO) also has a negative relationship, with a coefficient of -0.448 and a Beta of -0.451, indicating that the perception of fewer career development opportunities increases the likelihood of engaging in "Lying Flat" behavior. On the other hand, Job Stress (MeanJS) shows a positive

relationship with "Lying Flat," with a coefficient of 0.658 and a Beta of 0.487, meaning that higher job stress is associated with an increase in "Lying Flat" behavior. All these relationships are statistically significant, confirming the relevance of these variables in predicting "Lying Flat" behavior among employees. The data from the regression analysis provide strong support for all three hypotheses

Table 4.8

Regression results of independent variables and Lying Flat

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	2.525	.258		9.791	<.001
	MeanPOS	-.184	.038	-.193	-4.852	<.001
	MeanPCDO	-.448	.040	-.451	-11.333	<.001
	MeanJS	.658	.053	.487	12.534	<.001

For Hypothesis 1, which examines the relationship between Perceived Organizational Support (POS) and "Lying Flat," The β = -0.193 and a p-value of < .001 indicate a significant negative relationship. It implies that those workers who feel that the organization treats them better are unlikely to practice behaviors associated with lying flat.

On the same lines, Hypothesis 2, which examines the correlation between Perceived Career Development Opportunities (PCDO) and Lying Flat, takes a value of -0.451 (0.451) and p-value = <.001. This finding underscores the idea that employees who have a better view of opportunities in the course of career development are less inclined to exhibit behaviors that are disengaged.

Hypothesis 3, in which Job Stress (JS) anticipates dealing with the behavior of lying flat, is proven finally. The show positive relationship of the $\beta = 0.487$ with a significant p-value of $< .001$ indicates that as job stress increases, there are increased chances of displaying behaviors of lying flat. The ANOVA analysis further reveals that the overall model is significant ($F = 119.677$, $p < .001$), indicating that each of the following is significant and plays into the phenomenon of lying flat, namely organizational support, the availability of career development opportunities, and job stress.

Table 4.9

Summary of Hypothesis Test Results

Hypothesis	Relationship / Difference	Results
H1	Perceived Organizational Support and "Lying Flat"	Supported
H2	Perceived Career Development Opportunities and "Lying Flat"	Supported
H3	Job Stress and "Lying Flat"	Supported

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The current chapter reconfirms the key findings of Chapter 4 and evaluates, in more detail, the pairs of relationships between the independent variables, namely, perceived organizational support, perceived career development prospects and job stress, and the dependent variable, lying flat behavior. The task is to give the detailed description of how these variables relate to each other, provide implications using the findings and share any limitations which were experienced in the course of research. Besides, recommendations on future research directions are also given in this chapter.

The findings presented here are essential, because it provides an improved picture of what drives the need to lie flat, an action that can affect production at work, and also attitude of the employees working in it. The paper examines the contexts that enhance or attenuate the lying flat practices within the workplace setting mostly based on organizational support and chances to grow career and job stress. The chapter looks into complicated relationships between these factors and how each of them affects the other either positively or negatively to encourage or discourage the act of lying flat.

The initial half of the chapter gives an overview of the results of every single one of the three independent variables. This is then proceeded by computation of the general research findings

where conclusions are made according to the patterns recorded. The chapter has provided the discussion of the limitations of the study and recommendations of future studies to enhance further exploration in the factors and causes of having of lying flat behavior and consequences.

The knowledge obtained with the help of this study enriches the overall picture of an organizational behavior, especially on the impact of external factors of organizational support, career opportunities, stress to the employee behavior, such as lying flat. The limitations and future research recommendations will help orient the future research and elaborate a better response to an issue of having less lying flat behavior and better organization dynamics.

5.1 Discussion

5.1.1 The relationship between Perceived Organizational Support and "lying flat"

The result demonstrates negative and statistically significant correlation between Perceived Organizational Support (POS) and Lying Flat behavior. This means that the happier the employees are with their organizations, the less they tend to have behavior characterized by Lying Flat which is a tendency to be passive and opt out of active participation. The negative association implies that the greater the employee feels supported by the organization, the less likely they will be to take part in an activity that can be categorized as either being detached or slacking.

This conclusion confirms earlier literature that has pointed out how important Perceived Organizational Support is in controlling employee behavior (Aliddin, 2024). When employees

feel supported, they tend to avoid behaviors like Lying Flat but are rather likely to be more active in their work, feel more motivated and committed. Potentially, the probability of Lying Flat behavior may be decreased by supporting employees through the ability of organizations that ensure resources, recognition, and flexibility.

5.1.2 The relationship between Perceived Career Development Opportunities and "lying flat"

The Behavior of Lying Flat was also determined to have a negative correlation to the relationship between Perceived Career Development Opportunities (PCDO). This implies when the employees have a feeling of more prospects of career growth and advancement, they are less likely to show some lying flat tendencies. This outcome is highly significant, i.e., career development is also an important factor to lessen the incidence of Lying Flat behavior. There is a negative relation between the two variables implying that the employees regard career development opportunities and when the opportunities are unavailable in the firm, they are likely to adopt the lying flat approach as a coping mechanism. This could also be as a result of other factors that include work related stress or lack of organization support that could also explain why employees tend toward such disengaged and passive so-called lying-flat behavior.

After some time of working, some of the employees may feel stagnated because of nonexistent career development opportunities, inadequate training, or personal career disappointment. Hence, by ensuring adequate development opportunities of career, organizations can avoid the possibility of their employees developing the attitude of feeling stuck or not associated with

the possibility of their growth, thus, eliminating the possibility of employees developing lying flat behavior. In conclusion, career development is to be unified as a more comprehensive organization strategy to include other conditions such as job stress and organization support that may better reduce the Lying Flat behavior incidence.

5.1.3 The relationship between Job Stress and "lying flat"

The relationship between the Job Stress and the Lying Flat subscale presented a positive and a statistically significant determination. It means that the higher the stress level in the workplace, the more possibilities of Lying Flat behavior are felt by the workers. The overwhelming and powerless and burnout sentiments that come along with job stresses that are usually high may propel the employees to engage in passive approaches to life such as Lying Flat.

This finding is aligned to the findings of other research which posits that job stress is one of the important variables that facilitate passive, closed behaviors at the work place. Employees who have had continuous or persistent stress or stress issues may feel out of control or get demotivated, and, as a reaction, they may want to cut out by lying flat, which means withdrawing and refusing to take any active part in their working activities. Such a tendency may be described as a form of self-preservation due to the extreme level of stressors.

The correlation means that although job stress has been regarded as a significant cause of Lying Flat behaviour, it cannot be said to be the only factor. Other work related factors, including support at the organization, or advancement in life can either make the probability of employees

engaging in Lying Flat behaviours worse or better. Hence, it is important to stress that job stress should be an aspect of an encompassing strategy aimed at reducing Lying Flat phenomena besides other workplace issues.

To sum up, there is a great contribution of job stress toward Lying Flat behavior. The employers, in order to lower this behavior must ensure that they take up stress reliever programs as well as provide healthier working conditions with moderate amounts of stress. Proper stress management would assist in mitigating the frequency of Lying Flat and would prompt employees to adopt more active practices and approaches.

5.2 Final Result

This research was a descriptive, quantitative and an adapt cross-sectional questionnaire, specifically designed to meet the study objectives and accommodate toward the findings. A total of 400 questionnaires were distributed and all were returned, resulting in a 100% response rate. The collected data were analyzed using SPSS statistical software to identify the demographic characteristics of the respondents, as well as to examine the mean and standard deviation, normality, reliability, correlation, and regression analysis. According to the final findings of the given study, there are also significant correlations between all three independent variables that involve Perceived Organizational Support (POS), Perceived Career Development Opportunities (PCDO), and Job Stress (JS) and the dependent one, Lying Flat behavior. These results give great empirical indication of each of the three hypotheses used in the research study.

The correlation analysis reveals that there is a negative-correlation between Perceived Organizational Support and Lying Flat behavior (r = -0.426) that is when employees perceive a higher degree of support by the organization, they tend to shy away passive lying flat behavior. In the same way, Perceived Career Development Opportunities is also negatively related to Lying Flat behavior (r = -0.406). The implication of this is that employees are not likely to have lying down feeling under conditions in which they see clear are avenues of growth and promotion. On the other hand, Job Stress shows a positive correlation with Lying Flat behavior (r = 0.432), meaning that higher levels of job stress are associated with an increased likelihood of employees exhibiting lying flat behavior. This finding highlights the critical role of workplace stress in driving lying flat behavior and withdrawal among employees, particularly in high-pressure environments.

Further supported by regression analysis, the model accounts for approximately 47.6% of the variance in lying flat behavior (Adjusted $R^2 = 0.472$). Among the predictors, Job Stress is the strongest contributor ($\beta = 0.487$, $p < .001$), followed by Perceived Career Development Opportunities ($\beta = -0.451$, $p < .001$), and Perceived Organizational Support ($\beta = -0.193$, $p < .001$). These results reinforce the notion that stress increases the likelihood of lying flat behavior, while organizational support and perceived opportunities for growth reduce it.

In conclusion, the given research serves to prove the fact that Lying Flat behavior is preconditioned by numerous organizational and psychological factors. Although the probability of lying flat behavior is substantially higher when the job stress increases, perceived

organizational support, as well as career development opportunities, is significant in decreasing the probability of lying flat behavior. Thus, there is a need to adopt a holistic integration of the stress management, employee support, and career development procedures in reducing the lying flat attitudes, especially in high-stress sectors such as manufacturing.

5.3 Implication of Study

This study's findings have significant implications for theory, organizational practice, and future research, particularly in addressing the "lying flat" phenomenon in high-stress industries like manufacturing. The research study makes significant contribution to the existing body of knowledge since there is a well-defined research gap regarding the lying flat phenomenon in the high-pressure manufacturing sectors. There is general dearth of empirical and quantitative research on the effects of organizational factors on this behavior in industries with a high level of stress and the current literature on the subject leans more towards the qualitative perspective or industries with lesser stress levels.

The results of the current study give empirical evidence on the connection between perceived organizational support, career development opportunities and job stress to the propensity of the employees to assume the lying flat behavior. This quantifiable framework provides novel understanding of the menagerie of organizational and psychological factors that form the context of lying flat behavior of employees in high demand workplaces, like during manufacturing.

From a theoretical standpoint, the study enhances understanding of motivational and behavioral responses in high-stress work cultures. Practically, it informs organizational leaders and HR professionals on the importance of support systems and career development structures to reduce lying flat behavior. For future research, the study opens up pathways to explore further variables such as leadership style, organizational justice, or work-life balance in relation to lying flat behavior, especially across different industries and cultural settings.

5.4 Recommendation

Based on the findings of this study, several practical and evidence-based recommendations are proposed to help organizations reduce the occurrence of Lying Flat behavior, particularly within high-pressure manufacturing environments. Since the analysis confirmed that perceived organizational support, perceived career development opportunities, and job stress significantly influence employee lying flat behavior, each of these areas must be addressed through structured interventions supported by existing literature.

First, improving perceived organizational support (POS) is essential. This research concluded that an amplified level of POS was related with a reduced level of Lying Flat action. Once their employees perceive that their organization appreciates their efforts to contribute, and it prioritizes their welfare, they will have a tendency of remaining committed to their job. Based on this, Eisenberger et al. (1986) pointed out that when organization support is perceived, there is cultivation of affective commitment which minimizes withdrawal behavior. On the same

note, Caesens and Stinglhamber (2014) discovered that POS has major implications in predicting job satisfaction as well as reduced instances of burnout. In order to improve POS, companies are supposed to practice frequent feedback, rewards of accomplishments, security of resources, and creation of emotionally promiscuous leaders of approachable and sensitive status. Trust and psychological safety can also be developed through their respective leadership development programs with a focus on transformational kinds of leadership styles that eventually can mitigate lying flat behavior (Ng, 2017).

Second, offending Lying Flat behavior can be reduced by the improvement of perceived career development opportunities (PCDO). This paper demonstrated that employees who feel that they have visible growth opportunities are less likely to quit or lose interest. This relationship is supported in previous research. Tansky and Cohen (2001) discovered that in the implementation of training, mentoring, and career planning program by organizations, employees tend to show better commitment toward the organization. Kraimer et al. (2011) also ensured that availability of developmental opportunities enhances motivation and reduces turnover intention among the employees. Consequently, corporations must follow systematic career routes, have frequent career talk and provide mentorship opportunities, to minimize lying flat practices and stagnation among workers.

The other important suggestion is that of tackling job stress. The greatest correlation of Lying Flat behavior was found to be job stress which indicated that job stress and lying flat behavior are strongly correlated where high stress means high chances of lying flat behavior. Job

demands over a period and adequate support can lead to burnout, emotional exhaustion and withdrawal (Maslach & Jackson, 1981). Work load balancing, counseling employees or setting of realistic performance measures are some of the stress management strategies that organizations should learn to introduce to their organizations. The Job Demands Resources (JD-R) model held by Bakker and Demerouti (2007) occupies the job resources as a means in neutralizing the impact of job stress such as autonomy in the job, the support of the supervisor and flexibility in time. Moreover, there can be a list of more straightforward working conditions like the possibility to work outside the office or flexible work timetables to lessen psychological pressure and enhance the employee health (Tammy D. Allen, 2013)

Lastly, a culture of empowerment should be introduced in the organization to work against these passive behaviors, such as Lying Flat. Empowerment will add value to the meanings, competence, autonomy, and influence of the employees in the job, which will overcome the lying flat behavior (Spreitzer, 2017). By providing workers with the increased level of control over their work and letting them participate in decision-making, the company will also increase the chances of motivation and commitment. Thomas and Velthouse (1990) also found that intrinsic motivation is promoted through empowerment which eventually results in a better individual performance and satisfaction with a job. Organization is therefore encouraged to design an inclusive culture in which employees are exposed to responsibilities that count, they are assisted in decision-making, and also, they are given an opportunity to innovate.

In conclusion, the results of the present study along with the existing literature indicate that the problem of a mitigation of the Lying Flat behavior cannot be addressed by a single approach. Companies are advised to concentrate on establishment of favorable climate, providing meaningful and understandable career development opportunities, dealing with job stress, as well creating a culture of empowerment. In this way, an organization will be able to minimize the lying flat phenomenon especially in the challenging and competitive industries where manufacturing is one.

5.5 Study Limitation

Despite the fact that the findings of the given study are very helpful in the better understanding of the factors that impact the Lying Flat behavior, one should keep in mind a number of limitations.

The first limitation point is that the study used the cross-sectional design, that is data was taken only once. This prevents reaching causal inferences on the associations of the variables of Perceived Organizational Support, Perceived Career Development Opportunities, Job Stress, and Lying Flat behavior. Longitudinal study would have been better suited to know how these relationships change over time and what exactly was the causal impact of these factors on Lying Flat behavior.

Secondly, sample of this study was restricted to one certain industry, which can influence the variability of the results in general. These determinants of the Lying Flat behavior might depend

on development in various industries, occupations, or societies. Consequently, results of this research could not be applicable to other areas. The sample used needs to be extended to cover more diverse industries, type of jobs and cultures to enhance the external validity of findings.

Moreover, the current study did not put attention on many other independent variables, as it considered three of them only: Perceived Organizational Support, Perceived Career Development Opportunities, and Job Stress. Although these are significant factors, additional variables may also play role in Lying Flat behavior, which include style of leadership, personality traits of individuals, work-life balance or organizational culture. These are some of the other factors that can be taken into consideration regarding the future study in order to have a more profound insight into the root causes of Lying flat behavior.

Finally, the study was also based on self-reported data that may be influenced by the bias of social desirability that may encourage the respondent to report in a manner he/she feels will be acceptable to society instead of giving true reflections of his/her behavior of Lying Flat. In future, it is important that a study that also has objective measures of Lying Flat behavior be included to minimize the drawbacks of self-reports.

In conclusion, it may be stated that as important insights into the Lying Flat behavior have been gained with the help of this study, its limitations show the necessity of future research conducted using alternative methods, samples, and variables to obtain more understanding on how causes of Lying Flat behavior can be discovered.

5.6 Future Study

The constraints of the present study must be taken as an indication of where to go in the future in order to further develop and add to the results obtained here. The main point of concern where future research is concerned is the provision of a longitudinal design. It would enable scholars to observe trends of Perceived Organizational Support, Perceived Career Development Opportunities, Job Stress, and Lying Flat behavior changes, in the future. In this way, it might be possible to find the causal relationships between these factors and identify what long-term impacts they might produce on the behavior of Lying Flat in future researches.

Referring to the factors listed in this paper the future studies may consider additional variables that may lead to the Lying Flat behavior like leadership behavior, individual personality, and corporate culture. An instance is that, in future research, the influence of various leadership styles (e.g., transformational leadership vs, transactional leadership) on the possibilities of employees exhibiting Lying Flat behavior can be examined. The impact of leadership, personality, and organizational culture on the phenomenon of Lying Flat deserves attention because it could enrich the already shaped knowledge and provide more insights into the aspects that influence this phenomenon.

The other opportunity of future research is the investigation of experimental interventional measures that can help decrease Lying Flat behavior. As an example, these organizations might introduce the stress reduction strategies or those programs that aim at enhancing the career

development possibilities. In future, researchers may monitor the efficacy of such interventions by observing the variations in Lying Flat behavior and the results of employees, in terms of motivation and job satisfaction. It would give viable solutions to organizations that aim at addressing Lying Flat tendencies and turn the organization into active-duty performers.

In addition, the sample population used in the study can be diversified so as to cover more industries and geographical areas in future studies. A bigger and varied sample would enhance external validity of research findings and provide a more universalized insight into Lying Flat behavior. Interindustry or intercultural comparisons would also be useful to explain the effect of different working conditions and cultural backgrounds on the adoption of Lying Flat behavior to find out factors that are universal and local to the settings that promote the Lying Flat behavior.

Finally, based on the findings of the current study, it was noted that future studies will expand on the findings of the current study by using longitudinal models, taking into account more variables, examining Lying Flat behavioral interventions and increasing the sample in order to get a more in-depth and broad view of the subject of Lying Flat behavior.

5.7 Conclusion

The findings of the present research have a crucial impact on understanding the way of how Lying Flat behavior manifests itself at the workplace. Out of the three offered hypotheses, all of them were proved true with the emphasis that Perceived Organizational Support, Perceived Career Development Opportunities, and Job Stress are decisive constructs influencing Lying

Flat behavior.

The research was conducted using well-tested scales based on the studies due to Rasool (2021), Sun & Cheng (2021), Odongo et al. (2025), and Lu et al. (2023). The overall findings go in support of the position that organizational dynamics play a pivotal role in determining whether employees tend to lie flat or not, and all the three hypotheses were supported, as the findings were empirical.

Besides, Social Exchange Theory (SET) is confirmed. When there is a lack of support or workers feel stressed, staff can express themselves through the behavior of lying flat (LF), but on the other hand, the appearance of perceived organizational support and career development opportunity positively affects a worked-motivation in employees. This underlines the significance of SET during the comprehension of lying part behaviors in modern workplace.

The ability to curb the culture of lying flat may be attained at Top Glove with the help of focusing more on organizational support, career growth opportunities, and stress minimization. Employees become more inclined to continue being productive in the long run and contribute less to lying flat behavior in a win-win scenario that positively affects both employee-friendly environment and performance and, in the end, a better behaved and more engaged workforce.

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APPENDIX A: QUESTIONNAIRE

Dear respondents,

I am a postgraduate student from Universiti Utara Malaysia (UUM), currently conducting a research study entitled "The Relationship Between Perceived Organization Support, Perceived Career Development Opportunity, Job Stress and "Lying Flat".

As part of the data collection process, I am seeking participation from employees at Top Glove Corporation Bhd. The purpose of this survey is solely for academic use and will contribute to a better understanding of workplace attitudes and behaviors.

The purpose of this study is to collect data for academic research only. Your participation is completely voluntary, and all your responses will be kept strictly confidential and used solely for the purpose of this study. There are no right or wrong answers. You may choose to withdraw at any time without any negative consequences.

By filling out this questionnaire, you are giving your informed consent to participate in this study.
If you have any questions regarding this research, please feel free to contact me at tor9818@gmail.com.

Thank you for your valuable time and participation.

Please tick (/) in the blanket given.

Section A: Demographic of the respondents

1. **Age**
    - 20-30
    - 31-40
    - 41-50
    - Above 50
2. **Gender**
    - Male
    - Female

3. **Race**
    - Malay
    - Chinese
    - Indian
4. **Education of Level**
    - Bachelor's Degree
    - Master's Degree
    - Doctoral Degree (PhD)
5. **Position**
    - Top Management
    - Middle Management
    - Entry-Level & Specialist Roles
6. **Year of Experience**
    - 0-5
    - 6-10
    - 11-15
    - Above 15

Section B: Perceived Organizational Support

ITEMS		Please Circle Your Answer				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization attaches great importance to my work goals and values.	**1**	**2**	**3**	**4**	**5**
2	The organization always helps me whenever I am facing a bad time.	**1**	**2**	**3**	**4**	**5**
3	The organization is flexible with my working hours, if needed, whenever I guarantee to complete my tasks on time.	**1**	**2**	**3**	**4**	**5**

4	The organization provides me enough time to deal with my family matters.	**1**	**2**	**3**	**4**	**5**

Section C: Perceived Career Development Opportunities

ITEMS		**Please Circle Your Answer**				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My work provides me with opportunities to learn new things.	**1**	**2**	**3**	**4**	**5**
2	My work gives me the possibility to fully develop and improve myself.	**1**	**2**	**3**	**4**	**5**
3	In my current position, I have no future at all	**1**	**2**	**3**	**4**	**5**
4	I don't see any development in my work.	**1**	**2**	**3**	**4**	**5**
5	I gradually take on more important tasks in my organization.	**1**	2	**3**	**4**	**5**

Section D: Job Stress

ITEMS		**Please Circle Your Answer**				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel stressed by my job.	**1**	**2**	**3**	**4**	**5**
2	I have too much work to do	**1**	**2**	**3**	**4**	**5**
3	I feel I cannot work long enough or hard enough.	**1**	**2**	**3**	**4**	**5**
4	I feel as if I will never get all my work done.	**1**	**2**	**3**	**4**	**5**
5	It makes me tense to think about my job.	**1**	**2**	**3**	**4**	**5**

6	I have unwanted stress as a result of my present job.	**1**	**2**	**3**	**4**	**5**
7	I feel "burned out" after a full day of work.	**1**	**2**	**3**	**4**	**5**
8	I feel at work makes unhappy.	**1**	**2**	**3**	**4**	**5**

Section E: Lying Flat

ITEMS		**Please Circle Your Answer**				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I don’t have any goals and pursuits for life and study.	**1**	**2**	**3**	**4**	**5**
2	I feel that it is hard to change anything with my personal efforts, so I choose to give up the struggle.	**1**	**2**	**3**	**4**	**5**
3	I don’t work hard at anything.	**1**	**2**	**3**	**4**	**5**
4	I am always reluctant to do those things that require effort to accomplish.	**1**	**2**	**3**	**4**	**5**
5	I often finish what I should do perfunctorily.	**1**	**2**	**3**	**4**	**5**
6	I am satisfied with my current state and don’t want to get involved in any competition to prove myself.	**1**	**2**	**3**	**4**	**5**

APPENDIX B: SPSS OUTPUT DATA

1. Missing Data Analysis

Extreme Values

			Case Number	Value
MeanOS	Highest	1	1	5.00
		2	17	5.00
		3	18	5.00
		4	19	5.00
		5	180	5.00[a]
	Lowest	1	182	1.00
		2	173	1.00
		3	132	1.00
		4	161	1.50
		5	15	1.50[b]
MeanCDO	Highest	1	1	5.00
		2	17	5.00
		3	18	5.00
		4	251	4.80
		5	3	4.60[c]
	Lowest	1	169	1.60
		2	161	1.60
		3	173	1.80
		4	160	1.80
		5	159	1.80[d]
MeanJS	Highest	1	1	5.00
		2	3	5.00
		3	160	5.00
		4	159	4.88
		5	167	4.88
	Lowest	1	251	1.50
		2	229	1.50
		3	18	1.75
		4	8	1.75
		5	7	1.88
MeanLF	Highest	1	1	5.00
		2	3	5.00
		3	160	5.00
		4	154	4.75
		5	158	4.75[e]
	Lowest	1	19	1.00
		2	18	1.00
		3	229	1.25
		4	251	1.50
		5	6	1.50

a. Only a partial list of cases with the value 5.00 are shown in the table of upper extremes.

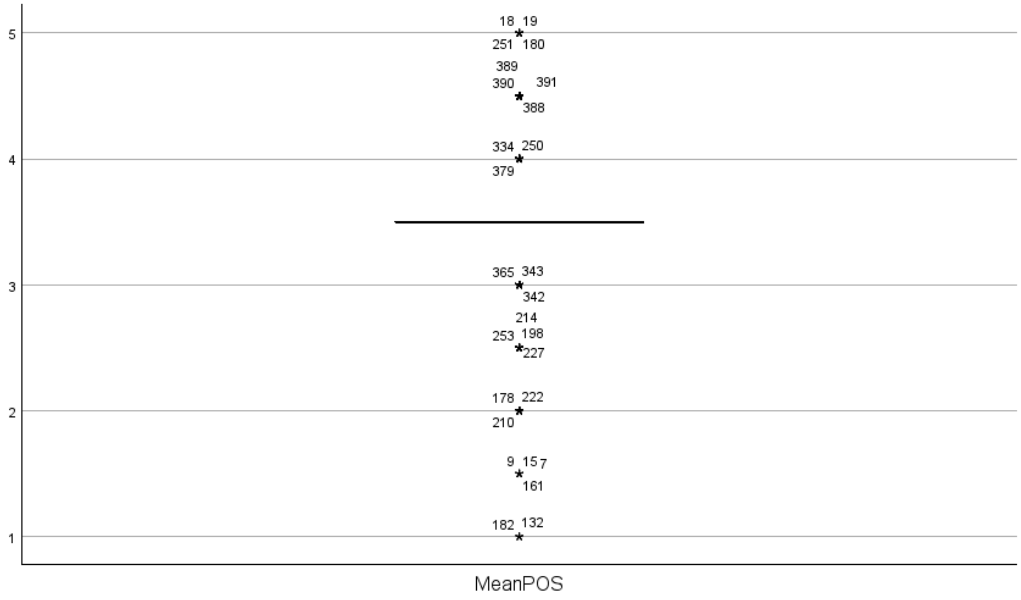
b. Only a partial list of cases with the value 1.50 are shown in the table of lower extremes.

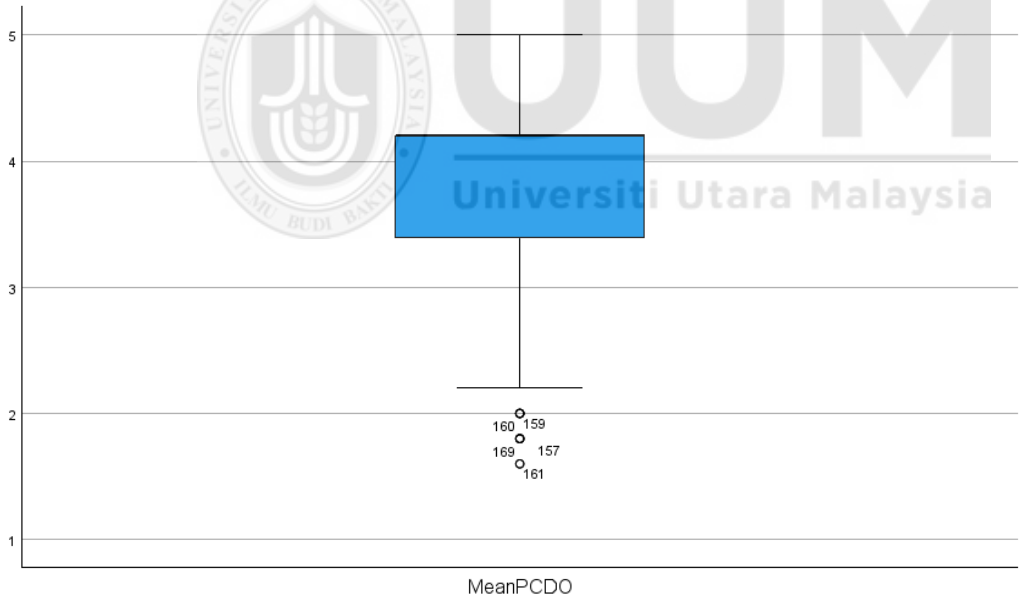
c. Only a partial list of cases with the value 4.60 are shown in the table of upper extremes.

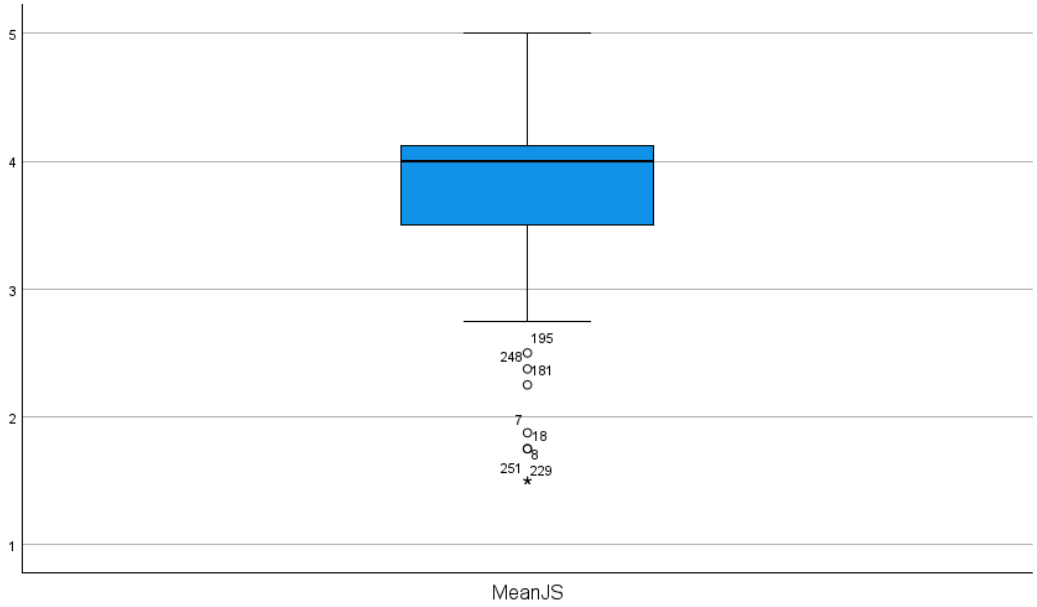
d. Only a partial list of cases with the value 1.80 are shown in the table of lower extremes.

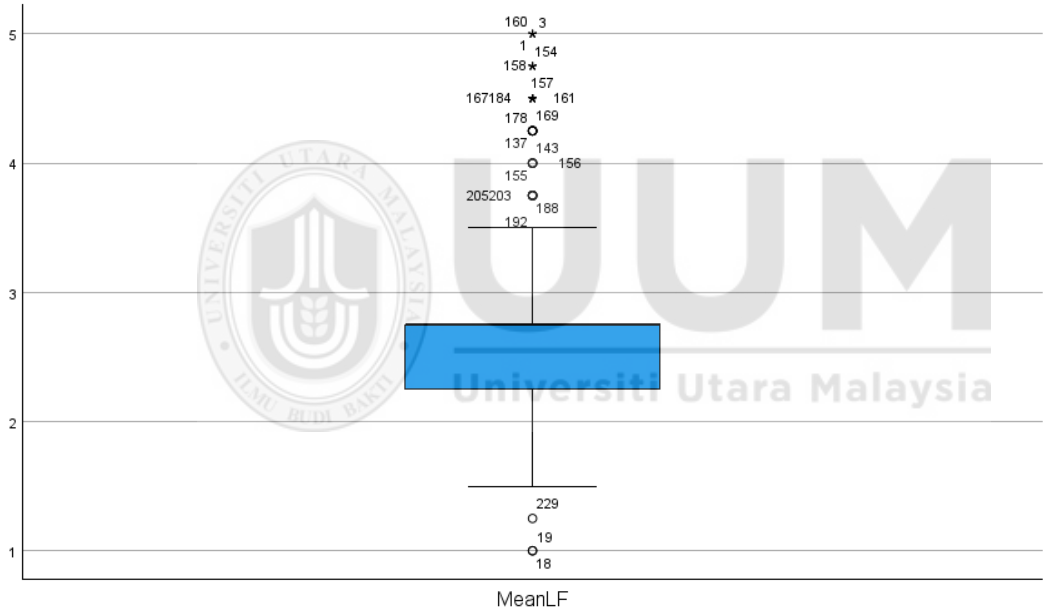
e. Only a partial list of cases with the value 4.75 are shown in the table of upper extremes.

2. Outliers









3. Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.248	4

Reliability Statistics

Cronbach's Alpha	N of Items
.707	5

Reliability Statistics

Cronbach's Alpha	N of Items
.735	8

Reliability Statistics

Cronbach's Alpha	N of Items
.807	6

4. Normality Test

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
POS	400	4.00	20.00	13.5275	2.04320	-1.655	.122	6.344	.243
PCDO	400	8.00	25.00	19.0250	3.14310	-1.395	.122	1.529	.243
JS	400	12.00	40.00	30.9100	3.69269	-1.755	.122	6.102	.243
LF	400	6.00	30.00	16.6350	3.54658	1.031	.122	2.912	.243
Valid N (listwise)	400								

5. Descriptive Analysis

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	189	47.3	47.3	47.3
	31-40	180	45.0	45.0	92.3
	41-50	27	6.8	6.8	99.0
	Above 50	4	1.0	1.0	100.0
	Total	400	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	165	41.3	41.3	41.3
	Male	235	58.8	58.8	100.0
	Total	400	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	202	50.5	50.5	50.5
	Indian	53	13.3	13.3	63.7
	Malay	145	36.3	36.3	100.0
	Total	400	100.0	100.0	

Education of Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	256	64.0	64.0	64.0
	Doctoral Degree (PhD)	4	1.0	1.0	65.0
	Master's Degree	140	35.0	35.0	100.0
	Total	400	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry-Level & Specialist Roles	154	38.5	38.5	38.5
	Middle Management	242	60.5	60.5	99.0
	Top Management	4	1.0	1.0	100.0
	Total	400	100.0	100.0	

Year of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	161	40.3	40.3	40.3
	11-15	23	5.8	5.8	46.0
	6-10	208	52.0	52.0	98.0
	Above 15	8	2.0	2.0	100.0
	Total	400	100.0	100.0	

6. Pearson Correlation

Correlations

		MeanOS	MeanCDO	MeanJS	MeanLF
MeanOS	Pearson Correlation	1	.295**	-.205**	-.426**
	Sig. (2-tailed)		.000	.000	.000
	N	400	400	400	400
MeanCDO	Pearson Correlation	.295**	1	.209**	-.406**
	Sig. (2-tailed)	.000		.000	.000
	N	400	400	400	400
MeanJS	Pearson Correlation	-.205**	.209**	1	.432**
	Sig. (2-tailed)	.000	.000		.000
	N	400	400	400	400
MeanLF	Pearson Correlation	-.426**	-.406**	.432**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	400	400	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

7. Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.525	.258		9.791	.000
	MeanOS	-.184	.038	-.193	-4.852	.000
	MeanCDO	-.448	.040	-.451	-11.333	.000
	MeanJS	.658	.053	.487	12.534	.000

a. Dependent Variable: MeanLF