CYBERLOAFING MEDIATION OF THE BIG FIVE PERSONALITIES ON THE PERFORMANCE OF GENERATION Z EMPLOYEES IN THE SOUTH JAKARTA REGION

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ABSTRACT

Purpose: This study aims to identify and analyze "*Cyberloafing* mediates The Big Five Personality on the Performance of Generation Z employees in the South Jakarta area.

Theoretical framework: *The big five personalities* with the mediation of *cyberloafing* behavior affect the performance of Generation Z employees in the South Jakarta Region. The significant five personality factors are a personality approach consisting of conscientiousness, agreeableness, extraversion, openness to experience, and emotional stability. In managing diverse personalities, supporting employee performance in their duties is very important.

Design/methodology/approach: The research method used is quantitative. With the technique of sampling probability sampling with simple random sampling. With a sample size of 150 respondents of Generation Z employees in the South Jakarta area. In this research, the analytical method used is Smart PLS.

Findings: The results of *the big five personalities* have no significant negative effect on *cyberloafing* behavior. *The big five personalities* have a significant positive effect on employee performance. *Cyberloafing* behavior has no significant negative effect on the performance of Generation Z employees. *Cyberloafing* behavior did not succeed in mediating the influence of *the big five personalities* on the performance of Generation Z employees.

Research, Practical, and Social Implcation: The Study in the managerial aspect, it further strengthened that employee performance was carried out by employees with the big five personality aspect greatly influencing performance improvement.

Originality/ value: Managers are expected to pay attention to the character of Generation z employees in the five dimensions of *the big five personalities*, namely openness, conscientiousness, extraversion, agreeableness, and neuroticism in recruiting employees.

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MEDIAÇÃO *CIBERNÉTICA* DAS *CINCO GRANDES PERSONALIDADES* NO DESEMPENHO DOS FUNCIONÁRIOS DA GERAÇÃO Z NA REGIÃO DE JAKARTA DO SUL

RESUMO

Objetivo: Este estudo tem como objetivo identificar e analisar a "mediação *cibernética* das *cinco grandes personalidades* no desempenho dos funcionários da Geração Z na região sul de Jacarta".

Estrutura teórica: As *cinco grandes personalidades* com mediação do comportamento *cibernético* afetam o desempenho dos funcionários da Geração Z na região sul de Jacarta. Os cinco fatores significativos de personalidade são uma abordagem de personalidade que consiste em conscienciosidade, agradabilidade, extroversão, abertura à experiência e estabilidade emocional. Ao gerenciar personalidades diversas, é muito importante apoiar o desempenho dos funcionários em suas funções.

Projeto/metodologia/abordagem: o método de pesquisa usado é quantitativo. Usamos a técnica de amostragem probabilística com amostragem aleatória simples. Com um tamanho de amostra de 150 respondentes de funcionários da Geração Z na área sul de Jacarta. Nesta pesquisa, o método analítico usado é o Smart PLS.

Resultados: Os resultados das *cinco grandes personalidades* não têm efeito negativo significativo sobre o comportamento *cibernético*. As *cinco grandes personalidades* têm um efeito positivo significativo sobre o desempenho dos funcionários. O comportamento *cibernético* tem um efeito negativo significativo sobre o desempenho dos funcionários da Geração Z. O comportamento *cibernético* conseguiu mediar a influência das *cinco grandes personalidades* no desempenho dos funcionários da Geração Z.

Envolvimento social, prático e de pesquisa: o estudo, no aspecto gerencial, reforçou ainda mais que o desempenho dos funcionários foi realizado por eles, com o aspecto das *cinco grandes personalidades* influenciando muito a melhoria do desempenho.

Originalidade/valor: Espera-se que os gerentes prestem atenção ao caráter dos funcionários da Geração Z nas cinco dimensões das *cinco grandes personalidades*, a saber, abertura, consciência, extroversão, agradabilidade e neuroticismo ao contratar funcionários.

Palavras-chave: *Cibernética*, *Cinco Grandes Personalidades*, Desempenho do Funcionário.

MEDIACIÓN *CIBERNÉTICA* DE *LAS CINCO GRANDES PERSONALIDADES* EN EL RENDIMIENTO DE LOS EMPLEADOS DE LA GENERACIÓN Z EN LA REGIÓN SUR DE YAKARTA

RESUMEN

Propósito: Este estudio tiene como objetivo identificar y analizar "*cibernética* mediación de los Cinco Grandes de la personalidad en el rendimiento de los empleados de la Generación Z en la zona sur de Yakarta.

Marco teórico: *Las cinco grandes personalidades* con la mediación del comportamiento *cibernética* afectan el rendimiento de los empleados de la Generación Z en la Región Sur de Yakarta. Los cinco factores significativos de la personalidad son un enfoque de la personalidad que consiste en la concienciación, la agradabilidad, la extraversión, la apertura a la experiencia y la estabilidad emocional. En la gestión de personalidades diversas, es muy importante apoyar el rendimiento de los empleados en sus funciones.

Diseño/metodología/enfoque: El método de investigación utilizado es cuantitativo. Con la técnica de muestreo probabilístico con muestreo aleatorio simple. Con un tamaño de muestra de 150 encuestados de empleados de la Generación Z en la zona sur de Yakarta. En esta investigación, el método analítico utilizado es Smart PLS.

Resultados: Los resultados de *las cinco grandes personalidades* no tienen un efecto negativo significativo en el comportamiento de *cibernética*. *Las cinco grandes personalidades* tienen un efecto positivo significativo en el rendimiento de los empleados. El comportamiento de *cibernéticano* tiene un efecto negativo significativo en el rendimiento de los empleados de la Generación Z. El comportamiento de *cibernéticano* logró mediar la influencia de *las cinco grandes personalidades* en el rendimiento de los empleados de la Generación Z.

Investigación, Implicación Práctica y Social: El Estudio en el aspecto gerencial, fortaleció aún más que el desempeño de los empleados fue llevado a cabo por los empleados con el aspecto de *las cinco grandes personalidades* influyendo en gran medida en la mejora del desempeño.

Originalidad/valor: Se espera que los gerentes presten atención al carácter de los empleados de la Generación z en las cinco dimensiones de las cinco grandes personalidades, a saber, la apertura, la conciencia, la extraversión, la agradabilidad y el neuroticismo en la contratación de empleados.

Palabras clave: *Cibernética*, *las Cinco Grandes Personalidades*, Rendimiento de los Empleados.

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INTRODUCTION

Background

The internet and digitization have changed employees' lives in getting their work done. Work facilities with various digital devices easily allow many employees to steal company time. Time is wasted looking at online shopping stalls, checking holiday promos, or surfing social media. An employee engages in cyberloafing for 2 hours per day, i.e., using the internet for his interest. This causes the company to worry about employees' cyberloafing behavior because they neglect their job responsibilities by surfing the internet for their personal interests. Recent developments state that cyberloafing in the workplace has been recognized as a form of counterproductive behavior that endangers the organization. Cyberloafing, online non-work activity on the sidelines, is a modern form of counterproductive workplace behavior. Cyberloafing can increase or decrease employee performance. According to a survey by Vault.com, 90% of employees admit that they frequently browse recreational sites during office hours, and 84% say they send personal emails from work. Research estimates that employees spend an average of 51 minutes per day(Lim & Chen, 2012, p. 6), even up to 2.5 hours every working day(Mills et al., 2001, p. 36), surfing the internet outside of work interests. That is if a person works for 8 hours every day, then approximately 31.3% of his working hours are used for purposes outside of work.

Objective of the Research

Objective of the research to identify and analyze "Cyberloafing mediates The Big Five Personality on the Performance of Generation Z employees in the South Jakarta area. *The big five personalities* with the mediation of cyberloafing behavior affect the performance of Generation Z employees in the South Jakarta Region. The significant five personality factors are a personality approach consisting of conscientiousness, agreeableness, extraversion, openness to experience, and emotional stability. In managing diverse personalities, supporting employee performance in their duties is very important.

Research questions are the big five personalities have effect on the cyberloafing behavior of Generation Z employees ?; The big five personalities has effect on the performance of Generation Z employees ?; Cyberloafing behavior has effect on the performance of Generation Z employees?; Cyberloafing behavior mediating the influence of the big five personalities on the performance of Generation Z employees?.

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LITERATURE REVIEW

Research on cyberloafing can show both negative and positive conditions. The negative conditions appear from deviations in work activities and security threats, while the positive conditions appear from the knowledge gained that can be applied in work-related activities. (Van Doorn, 2011: 1). Cyberloafing is a deliberate misuse of internet access by employees in their company during office hours to browse non-work related websites for personal purposes. (Blau et al., 2006: 9). These activities include browsing, sending email, playing online games, watching videos, participating in gambling, shopping online, social media activities, engaging in illegal activities, opening pornographic sites, downloading and posting information that is not related to work, and generating additional income. (Lim, 2002: 685).

Cyberloafing is all forms of employee behavior using the company's internet for personal purposes during working hours. Cyberloafing, also known as cyberslacking, is deviant behavior in the workplace that uses its employee status to access the internet and during working hours for purposes unrelated to work. (Lim, 2002). Cyberloafing behavior can be detrimental to the company. In addition to decreasing employee productivity, cyberloafing behavior can also reduce employee responsibilities, threaten company security, and can even waste company resources.(Oswalt et al., 2003). This statement is supported by Malachowski (2005), who states that cyberloafing is the most common way to pass the time during work hours. Lim, Thompson, and Loo(in Ramadan & Nurtjahjanti, 2017) mention that cyberloafing is a conscious behavior carried out by employees using various types of gadgets, both company facilities or private property, for purposes that have nothing to do with work in the workplace and working hours. Meanwhile, according to toHerdiati et al. (2015), Cyberloafing is the behavior of using the internet by employees during working hours for personal interests that have nothing to do with work.

The achievement of all aspects of employees in an organization or company is a form of creating human resources with good quality and quantity at work. In this case, the ability of employees to carry out their duties can be seen through performance, so employee performance becomes significant for the success of an organization or company. Increasing employee performance positively impacts achieving company goals, so management in the company must study the attitudes and behavior of employees.

There are various reasons employees engage in cyberloafing; these reasons relate to personality, situational and organizational factors(Ozler & Polat, 2012, p. 5). It can be seen in the statement that personality influences the practice of cyberloafing. Recently, there has been

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a general study of approaches to human personality types known as The Big Five Personality Traits, which include: 1) Extraversion; 2) Agreeableness; 3) Conscientiousness; 4) Emotional Stability; 5) Openness to Experience(John & Srivastava, 1999, p. 105). Several field studies, both at home and abroad, have been conducted to investigate the association of the Big Five Personality Traits with behavior and cyberloafing behavior. Big Five Personality is a characteristic within a relative individual persist, which affects employee performance. People have different attitudes and behaviors; these differences are individual, especially in terms of interacting with others, gathering information, making decisions, and organizing. Different personality types cause the difference. According to(Colquitt et al., 2014), Personality shows the structure and tendency of a person to explain his characteristic patterns of thinking, emotion, and behavior.

This kind of research is indeed interesting to do today because, through this, it can be obtained with certainty information about whether or not there is a relationship between a person's nature and cyberloafing, information about which personality dimensions are more prone to cyberloafing, and also information about cyberloafing tendencies with quality and results. Work. Personality is a characteristic of a person that causes the emergence of consistency of feelings, thoughts, and behavior. This broad definition makes it possible to focus on many aspects of a person. At the same time, the definition implies a consistent pattern of behavior and qualities within a person, distinct from, for example, environmental qualities that affect a person's personality.(Cervone & Pervin, 2004: 6).

Another factor in improving performance is paying attention to employee compensation and motivation. Compensation is everything that employees receive for the services they contribute to their work. Employees contribute what they think is valuable, such as their labor and knowledge. This compensation is a reward (cash or in-kind) received by employees for their efforts. The effort he generates while he works for a company. A good compensation system is a system that can guarantee the satisfaction of members of the organization/company, which will enable the organization/company to acquire, maintain, and employ employees who have high performance for the common good. This compensation is important because, for employees whose compensation is fulfilled, their performance will be better than employees who work at companies that do not provide proper compensation; this is following the results of research conducted byMondiani (2012), which proves that compensation has a positive and significant effect on employee performance, the better/satisfied employees are with the compensation received from the company, the performance will increase.

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Motivation also affects employee performance. Every employee is not necessarily willing to mobilize their performance optimally, so there is still a need for encouragement so that someone can mobilize all his abilities to work. The driving force is motivation. One of the motivations given by the company is the provision of appropriate compensation for the performance generated in completing the tasks that have been given. In essence, giving motivation has allowed employees to work well and get what is expected. This is supported by the results of research conducted by UntungSubagyo (2014), that work motivation has a positive and significant effect on employee performance.

Based on the above background, the researchers are interested in conducting research on motivation and work discipline with the title "Cyberloafing behavior mediates the big five personalities on the performance of Generation Z employees in the South Jakarta area.

Uma Now(in Sugiyono, 2017: 60)argues that the framework is a conceptual model of how the theory relates to various factors that have been defined as important problems. The framework is prepared based on the literature review and relevant or related research results, including the following.

The big five personalities affect the cyberloafing behavior of Generation Z employees in the South Jakarta Region. A big five-factor personality is a personalized approach that refers to the five essential aspects of human personality: conscientiousness, agreeableness, extraversion, openness to experience, and emotional stability. Personality is a character within an individual that is relatively persistent and persists, influencing the individual's adjustment to the environment. In the digitalization era, there are many opportunities for employees to carry out cyberloafing behavior which is deviant behavior in the workplace when employees access the internet that is not for work purposes and do it for personal interests. The existence of cyberloafing behavior as a behavior of abuse of internet facilities can be caused by various things, one of which is personality. Christiana & Kristanto (2020)That the dimensions of the big five personalities have positive and negative influences as well as significant and insignificant to cyberloafing behavior.

The big five personalities affect the performance of Generation Z employees in the South Jakarta Region. Employee participation in achieving the company's goals that have been set is significant. This goal will be achieved if the employees have good performance. Whether profit-oriented or not-for-profit, an organization consists of people with diverse personalities. One of the personality theories closely related to performance is the big five model of personality. Management of diverse personalities in an organization is very important to

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support performance which is the result of work in quality and quantity achieved by an employee in carrying out his duties. This is in line with the research results Dewi & of Mujiati (2015) that the big five personalities positively affect employee performance.

Behavio r*cyberloafing* affect the performance of Generation Z employees in the South Jakarta Region. Cyberloafing behavior is the behavior of someone who intentionally uses information technology and personal internet access during working hours that has nothing to do with work that should be completed on time and can harm the organization or company concerned so that the impact on the productivity of the worker. This shows clearly that cyberloafing can affect employee performance as in the research results Sitorus et al. (2019) that cyberloafing directly affects employee performance.

The big five personalities with the mediation of cyberloafing behavior affect the performance of Generation Z employees in the South Jakarta Region. The significant five personality factors are a personality approach consisting of conscientiousness, agreeableness, extraversion, openness to experience, and emotional stability. In managing diverse personalities, supporting employee performance in their duties is very important. In the digitalization era, there are many opportunities for employees to carry out cyberloafing behavior in the workplace when employees access the internet which is not for work purposes and do it for personal interests that have nothing to do with work that should be completed on time and can harm the company concerned, thus having an impact on the employee's performance.

Based on this description, the framework of thinking that researchers can put forward is as follows:

Figure 1. Framework
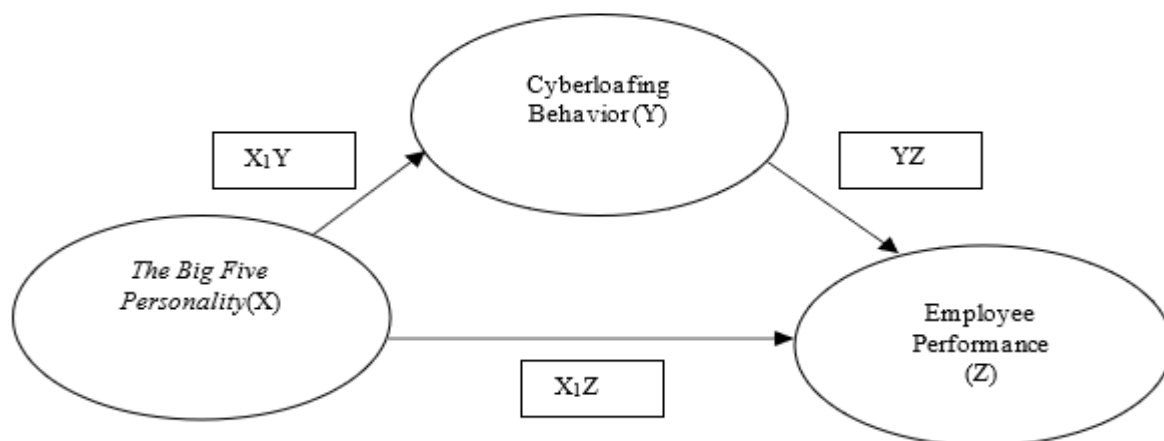
Source : Prepared by the authors (2023).

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Big Five Personality(X1) as an exogenous variable, Employee Performance (Z) as an endogenous variable Cyberloafing (Y) as a mediating variable.

HYPOTHESIS

Sugiyono (2011: 64) suggested that the hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in a sentence. It is said to be temporary because the answers are only based on theory.

The hypotheses that can be put forward in this study are as follows:

1.   *Do the big five personalities* affect the cyberloafing behavior of Generation Z employees in the South Jakarta Region?

2.   *Do the big five personalities* affect the performance of Generation Z employees in the South Jakarta Region?

3.   Does cyberloafing behavior affect the performance of Generation Z employees in the South Jakarta area?

4.   *The big five personalities* with the mediation of cyberloafing behavior affect the performance of generation Z employees in the South Jakarta area.

METHODOLOGY

In this study, the authors collected data with a questionnaire, where a list of questions or statements was submitted to respondents to answer them. Researchers researched the object of generation Z employees who work in the South Jakarta area. The research time to obtain data starts from October 2021 - June 2022. Questions or statements on the questionnaire are closed, meaning that the answers chosen by the respondents are not allowed to answer outside the predetermined answers. In distributing questionnaires to respondents, researchers used google form media so that the reach was wider. This study uses the Structural Equation Modeling (SEM) method, and the analytical tool used in this method is Smart PLS software.

RESULTS AND DISCUSSION

Result

Testing the proposed hypothesis is done by looking at the path coefficients, which show the parameter coefficients and the statistical significance value of t. The significance of the estimated parameters can provide information about the relationship between research variables.

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The limit for rejecting and accepting the proposed hypothesis is probability < 0.05. The table below presents the estimated output for structural model testing.

Basis of decision making: (based on significance value):

- If the probability value (P values) < 0.05, then the hypothesis is accepted (significant effect).

- If the probability value (P values) > 0.05, then the hypothesis is rejected (influence is not significant).

Description of data statistics:

The prominent five personalities significantly affect the cyberloafing behavior of generation Z employees. This can be seen from the P Values > 0.05 (0.508 > 0.05), so the hypothesis is rejected. The coefficient value (original sample column) of -0.185 means that it has an insignificant negative effect, namely, if the big five personality increases by 0, then cyberloafing behavior will also decrease by 0.185

The big five personalities have a significant effect on the performance of Generation Z employees. This can be seen from the P Values < 0.05 (0.000 < 0.05), so the hypothesis is accepted. The coefficient value (original sample column) of 0.643 means that it has a significant positive effect; if the big five personality increases by 1%, then employee performance will also increase by 0.643.

Behavior*cyberloafing*no significant effect on the performance of Generation Z employees. This can be seen from the P Values > 0.05 (0.494 > 0.05), so the hypothesis is rejected. The coefficient value (original sample column) is -

0.135 means that it has an insignificant negative effect; if cyberloafing behavior increases by 0, then employee performance will also decrease by 0.135.

The big five personalities, through cyberloafing behavior, have no significant effect on the performance of Generation Z employees. This can be seen from the P Values > 0.05 (0.752 > 0.05), so the hypothesis is rejected. It also means that cyberloafing behavior did not succeed in mediating the influence of the big five personalities on the performance of Generation Z employees.

From table 1 and table 2, a summary of hypothesis testing is obtained as follows:

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Table 1 Hypothesis Testing Based on Path Coefficient

Path Coefficients

	Mean, STDEV, T-Values, P-...		Confidence Intervals		Confidence Intervals Bias ...
	Original ...	Sample ...	Standard ...	T Statistics (|...	P Values
BFP -> CY	-0.185	-0.226	0.279	0.662	**0.508**
BFP -> KK_	0.643	0.692	0.129	4.968	**0.000**
CY -> KK_	-0.135	-0.119	0.197	0.684	**0.494**

Source: SmartPLS, 2022

Based on table 1 above, it can be seen that the influence of the big five personalities and cyberloafing behavior on the performance of Generation Z employees in the structural equation is as follows.

$$Y = b_0 + 0.643X_1 - 0.135X_2 +$$

Table 2 Hypothesis Testing Based on Indirect Effects

Specific Indirect Effects

	Mean, STDEV, T-Values, P-...		Confidence Intervals		Confidence Intervals Bias ..
	Original ...	Sample ...	Standard ...	T Statistic...	P Values
BFP -> CY -> KK_	0.025	-0.007	0.079	0.317	**0.752**

Source: SmartPLS, 2022

From the results of testing the structural model, it can be explained indirectly in table 2.

Table 3 Summary of Hypothesis Testing

No	Hypothesis	Statistics	ProofInfluence
1.	*The big five personalities* take effect insignificant negative on cyberloafing behavior	0.508 > 0.05 (P Values) Coefficient value : -0.185	Not proven
2.	*The big five personalities* have a significant positive effect on performance generation z employees	0.000 < 0.05 (P Values) Coefficient value : 0.643	Proven
3.	Cyberloafing behavior has an effect negative is not significant to the performance of generation z employees	0.494 > 0.05 (P Values) Coefficient value : -0.135	Not proven
4	Cyberloafing behavior does not mediate the influence of the big five personality on the performance of generation z employees	0.752 > 0.05 (P Values) Coefficient value : 0.025	Not proven

Source: SmartPLS, 2022

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DISCUSSION

Influence of the Big Five Personality on Cyberloafing Behavior

Based on the results of this study, it was found that the big five personalities had no significant effect on cyberloafing behavior. A big five-factor personality is a personalized approach that refers to the five basic aspects of human personality: conscientiousness, agreeableness, extraversion, openness to experience, and emotional stability. Personality is a character within an individual that is relatively permanent and persists, influencing the individual's adjustment to the environment. In the digitalization era, employees have many opportunities to engage in cyberloafing behavior, which is deviant behavior at work when employees access the internet, which is not for work purposes and personal gain. The existence of cyberloafing behavior as a behavior of abuse of internet facilities can be caused by various things, one of which is personality. The results of this study strengthen the results of the study by Christian & Kristanto (2020) That the dimensions of the big five personalities have positive and negative influences as well as significant and insignificant to cyberloafing behavior.

The Influence of The Big Five Personality on the Performance of Generation Z Karyawan Employees

Based on the results of this study, it was found that the big five personalities significantly positively affected employee performance. The results of this study answer the problems that exist in the background to be answered that the big five personalities are a characteristic within the individual that is relatively permanent, and persists, which affects employee performance. People have different attitudes and behaviors; these differences are individual, especially in terms of interacting with others, gathering information, making decisions, and organizing. Different personality types cause the difference. According to Colquitt et al. (2014), Personality shows the structure and tendency of a person to explain his characteristic patterns of thinking, emotion, and behavior. The big five Personality is an individual personality arranged in five personality domains that have been formed using factor analysis. The five dimensions of the big five personalities directly relate to biological heredity. The biological basis of these five factors is very strong. The biological or natural factors that determine personality and social experiences have little influence(McCrae & Costa in Cervone & Pervin, 2012). The stronger the biological heredity factor, such as her parents being a businessman, the stronger it will be to improve employee performance. The results of this study

strengthen the research conducted by Dewi & Mujiati (2015) that the big five personalities positively affect employee performance.

The Effect of Cyberloafing Behavior on Generation Employee Performance Z

Based on the results of this study, it was found that cyberloafing behavior had no significant negative effect on employee performance. The results of this study strengthen this kind of research that is being carried out today because through it can be obtained with certainty information about whether or not there is a relationship between a person's nature and cyberloafing, information about which personality dimensions are more prone to cyberloafing behavior, and also information about the tendency of cyberloafing behavior. With quality and workmanship. Personality is a characteristic of a person that causes the emergence of consistency of feelings, thoughts, and behavior. This broad definition makes it possible to focus on many aspects of a person. At the same time (Cervone & Pervin, 2004 p. 6). I think from the results obtained from this study that cyberloafing behavior greatly influences employee behavior towards being unproductive because playing on the internet is not related to employee work.

So that the impact of employee performance decreases, the background explained that the internet and digitalization had changed employees' lives in completing work. Work facilities with various digital devices easily allow many employees to steal company time. Time is wasted looking at online shopping stalls, checking holiday promos, or surfing social media. An employee engages in cyberloafing for 2 hours per day, i.e., using the internet for his interests(Andel et al., 2019). This causes the company to worry about employees' cyberloafing behavior because they neglect their responsibilities towards their work by surfing the internet for their personal interests.(Khansa et al., 2017). Recent developments state that cyberloafing behavior in the workplace has been recognized as a form of counterproductive behavior that endangers the organization(Pindek et al., 2018). The results of this study support research conducted bySitorus et al. (2019), Monica & Maharani (2020)And do not support the results of research from Azzara & Romadhani (2020), Wahyuni et al. (2020), Paramitha & Wahyuni (2021).

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The Influence of The Big Five Personality through Cyberloafing Behavior on the Performance of Generation z Employees

Based on the results of this study, it was found that the indirect effect of the big five personalities through cyberloafing behavior on employee performance was not significant. This proves that employees' character cannot change the behavior of employees who engage in cyberloafing to improve employee performance. It also means that cyberloafing behavior did not succeed in mediating the influence of the big five personalities on the performance of Generation Z employees.

CONCLUSION

This study determined the effect of the big five personalities and cyberloafing behavior on the performance of generation z employees. Based on the analysis and discussion in the previous section, the conclusions of this study are as follows: The big five personalities have no significant negative effect on the cyberloafing behavior of Generation Z employees; The big five personalities has a significant positive effect on the performance of Generation Z employees; Cyberloafing behavior has no significant negative effect on the performance of Generation Z employees; Cyberloafing behavior did not succeed in mediating the influence of the big five personalities on the performance of Generation Z employees. This research just generation Z employees, and impotance in future research for all generation employees.

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