

Identifying the Relationship between The Big Five Personality Traits and Attitudes towards Teleworking of Generation Z

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ABSTRACT:- Technology brings changes in our daily lives and professional live. Organizations and employers are adapting to this change, especially in internet utilization. The internet makes the workers able to work from anywhere with internet connection. Teleworking is one of the working arrangements that maximize the utilization of the internet. This work arrangement gives flexibility for workers to work from anywhere at any time as long as they have internet access. This arrangement first gained its popularity in 1970s and the number of teleworkers is increasing ever since, including in Indonesia. Changes in the workforce boost the implementation of teleworking and now Generation Z started to enter the workforce. But each individual has different personality and attitude toward teleworking. This research purpose is to identify the relationship between personality and attitude toward teleworking using the Big Five personality traits. Data for this research was gathered using online questionnaires and analysed using multiple linear regression. Data analysis shows that from five personality factors, only Openness that is significantly related to attitude toward teleworking. Openness has a positive significant relationship with attitude toward teleworking.

KEYWORDS:- Attitude, Generation Z, Personality Traits, Teleporting

I. INTRODUCTION

The development of technology nowadays is rapid and has led to many mind-blowing discoveries, better facilities, and better luxuries, but at the same time has dramatically changed people's daily lives [1] as we are adapting to the utilization of technology. People now use social media to connect with others to replace SMS and letters, cloud storage to replace memory cards, and many other new technology with the purpose of making our life easier.

Technology like webcast programs, internet-based phones, and instant messaging systems are constantly changing how organizations manage their operations [2]. Internet of Things (IoT) and cloud storage as the key elements of Industry 4.0 [3] gives a lot of help in many sectors. Because IoT and cloud storage allows people to interact and access data from anywhere, the need to go to a traditional office is decreasing. People can work from anywhere they want, as long as there is internet access.

Teleworking (also known as teleworking, telecommuting, or flexible working) is a working culture that gives flexibility to the workers to do their task from their chosen place at their chosen time. Jack Nilles is known as "the father of teleworking". He stated in his book, *The Telecommunications Transportation Tradeoff* (1973), that either the jobs or the telecommunication system that must be developed so the employees can be independent at their own location [4].

The number of teleworkers is increasing, and it also has gained popularity in Indonesia. A lot of companies in Indonesia start to offer teleworking arrangements for their employees. The increasing number of freelancers also gives impact on the increasing number of teleworkers in Indonesia.

Changes in the people who are working plays a role for the push of teleworking [5]. According to Deloitte Indonesia (2019), the current workforce is divided into four generations; 11.27% are categorized as veteran generation and baby boomers, 25.34% are Generation X, 33.25% are Generation Y or Millennials, and 29.23% are Generation Z. Generation Z will continue to start working and the percentage will increase.

The working culture is shifting as organizations are adapting to technology and starts to implement teleworking and offer teleworking arrangements to their employees. The workforce is also shifting as Generation Z started to enter the workforce. Generation Z will be easier to adapt to teleworking. However, it does not mean that the whole Generation Z has high-positive attitudes toward teleworking. Attitudes give a picture about how favourable a person is toward an object, idea, or policy. Each individual has their own preference about working arrangement which means not all Generation Z is favourable to the idea of teleworking arrangement.

II. LITERATURE REVIEW

II.1 Generation Z

Generation Z are people who were born between 1997 and 2010 [7]. This generation is considered as “digital natives” because they never experienced living before the internet era [8] and also the “native speaker” of the digital language [9]. With technological advances in multimedia, Generation Z have become accustomed to interacting and communicate in a world that is connected all the time [8]. What makes Generation Z different from other generation is their existence is more connected to technology and the digital world [10].

Generation Z will present profound challenges to leaders, managers, supervisors, HR leaders, and educators in every sector of the workforce [11]. They have an informal, individual, and straight way of communicating, and social networking is a vital part of their lives [10]. They are always online on any technical device virtually with no stop [12]. Generation Y and Generation Z share many characteristics, most notably a savvy with technology and a comfort-level with the global world [13]. Generation Z does not want to work in isolation, they prefer to work in groups, in open-space offices [14].

II.2 Teleworking

Mello (2007) stated that initially teleworking was called telecommuting. Telecommute is used to imply that the employees work from his/her residence and telework is used to imply that the employees work at a different place from the employer. [16] said that telecommuting is a subset of teleworking. Telecommuting is a partial or total substitution of communication technology from twice-a-day commuting to work [16] or other work-related travel [17]. In both cases, the workers are altering their previous travel behaviour [16]. [18] added that telework allows them to do their duties beyond the conventional office hours (9 to 5).

II.2.1 Benefits and Challenges

The benefits and challenges of teleworking can be seen from the perspective of individuals, organizations, and society [5].

Table 1 Benefits and Challenges of Teleworking

	Benefits	Challenges
Individual	<ul style="list-style-type: none"> - Flexibility - More control - Less strain - Improve time management - Less commuting time - Save money 	<ul style="list-style-type: none"> - Time to adjust - Harms career advancement - Less influence at workplace - Feeling isolated - Set-up costs
Organization	<ul style="list-style-type: none"> - Less cost - Increase commitment - Increase productivity, enthusiasm, and job satisfaction - Less absence and lateness - Recruitment and retainment strategy 	<ul style="list-style-type: none"> - Harder to evaluate, control, and give motivation - Loss team-work benefits - Cost for technology
Society	<ul style="list-style-type: none"> - Less pollution, traffic, and accident - Reduce infrastructure and energy expenses - Less discrimination 	<ul style="list-style-type: none"> - Autistic society - Poor communication ability

II.3 Personality

There are many definitions of personality [19]. Personality refers to individual differences in characteristic patterns of thinking, feeling, and behaving (American Psychological Association). It refers to a spectrum of individual attributes that distinguish individuals from the other in terms of their basic tendencies to think, feel, and act [20]. Personality is studied by understanding the inner psychophysiological forces and the interactional behaviours of the individual [21].

There are several personality models that were developed by various researchers to explain human personality [22] and to cluster thousands of personality characteristics [20]. There are also different approaches to measure personality [5]. The Five Factor Model (FFM or the Big Five factors) of personality became the most widely used model (Tokar et al., 1998; Grba, 2009, as cited in Leka and De Alwis, 2016[22]). Bouchard (1997, as cited in Clark, 2007[5]) stated that 40% of the variance in personality measured by the Big Five factors was genetic.

II.3.1 Big Five Personality Traits

The Big Five factors are labeled as Surgency or Extraversion, Agreeableness, Conscientiousness or Dependability, Emotional Stability or Neuroticism, and Culture (interpreted as Intellect by Digman and Takemoto-Chock (1981); Peabody and Goldberg (1989) and as Openness by McCrae and Costa (1987)) [23]. OCEAN is the popular acronym for the Big Five [24], stands for Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.

Extraversion means an energetic approach toward the social and material world [25]. Sociableness, assertiveness, outgoing nature, talkativeness, and social confidence are the example of traits related to extraversion [24]. People with high extraversion score enjoy being the center of attention, enjoy meeting new people, feel energized when surrounded by people, and have a wide social circle [26].

Agreeableness implies a prosocial and communal orientation toward others [25]. A few traits that can describe agreeableness are altruism, humbleness, patience, kindness, loyalty, and unselfishness [24]. People high in agreeableness have a great deal of interest in other people, care about others, enjoy helping others and are happy to contribute to other people's happiness [26].

Conscientiousness describes socially acceptable impulse that facilitates task and goal-directed behavior [25]. Conscientious people work within the rules, plan and organize effectively, and excel in delaying gratification [24]. Common traits that are related to conscientiousness are persistence, self-discipline, consistency, control, and planning [24]. High conscientious people spend more time planning, pay attention to detail, finish important tasks right away, and also enjoy having schedules [26].

Neuroticism shows individuals emotional stability and general temper [24]. Several traits commonly associated with it are awkwardness, pessimism, moodiness, nervousness, and lack of confidence [24]. People with high score of neuroticism experience a lot of stress, worry about a lot of things, easily get upset, experience dramatic changes in mood, anxious, and struggle to bounce back after a break down or experiencing stressful events [26]. In other words, people with high neuroticism score have low emotional stability.

Openness to Experience can be described as depth, originality, and complexity of mental and experiential life of an individual [25]. It concerns the willingness of individuals to try new things, their ability to be vulnerable, and capability to think outside the box [24]. Several traits related to openness are imagination, insightfulness, originality, creativity, curiosity, and complexity [24]. People with high openness score tend to have a broad range of interest, enjoy new experiences, adventurous [26].

II.4 Attitude

Allport [5] defined attitude as “a mental and neural state of readiness, organized through experience, exerting a directive or dynamic influence upon an individual's response to objects and situations with which it is related”. Attitudes cover long-standing evaluations of people, places, and ideas, and may have influence on a range of behavior [27].

Attitude is commonly constructed of three components: affect (emotional response, gut reaction, or sympathetic nervous activity), behavior (overt actions, behavioral intentions, and verbal statements regarding behavior), and cognition (beliefs, knowledge structures, perceptual responses, and thoughts) [28]. Researchers tend to measure the affective component and treat it as attitude (Fishbein, 1967 as cited in [5]).

II.5 Attitudes and Teleworking

There have been a number of researches examining the factors that may be relevant to teleworking attitudes. The findings of the previous researches are summarized in

Table 2 Previous Research on Attitudes toward Teleworking

Authors	Attitudes Measurement	Findings
Yap and Tng, 1990 [29]	Home situation, job characteristics, commuting situation, normative beliefs	73% of the respondents (453 working females in Singapore) were in favor of teleworking. The top reasons were work and taking care of family, flexible work hours, autonomy over schedule, work at hours one works best, and

		feel treated as a responsible professional.
Abdel-Wahab, 2007 [30]	Attitude toward teleworking in general, willingness to participate in telework program, attitudes toward teleworking after benefits and challenges are disclosed, job satisfaction, productivity, demographic	50% from 228 Egyptian information workers in Dakahlia Governorate agree that they were in favor of teleworking, 25.9% were neutral and 24.1% are not in favor.
Iscan and Naktiyok, 2005 [31]	Demographic, household, perceived advantages and disadvantages, support factors	Women, married employees, employees with children less than five years old, employees whose house is big enough, employees whose house is relatively far, and those who perceived more advantages to themselves, organization, and society have more favorable attitudes toward teleworking.
Grippaldi, 2002 [32]	Organizational information, attitude, organizational communication, general office teleworking program, demographic information	More than 69% from 156 finance employees in the U. S. government agreed they were in favor of teleworking. Women have stronger positive attitudes toward teleworking.
Teo and Lim, 1998 [33]	Demographic, work-related attitudes, support factors, perceived advantages and disadvantages	Married employees and those who perceived more advantages accruing from teleworking have a more favorable attitude toward teleworking.
	General receptiveness to teleworking, perceptions of flexibility of teleworking, career advancement, social consequences, productivity perceptions, and perceived stress implications	Variance in teleworking attitudes explained by personality was low. Relationships between teleworking attitudes, personality, demographic, and situational variables are likely complex.
(Mokhtarian & Salomon, 1995) [34]	Perceived advantages and disadvantages	Women were more likely to have family, personal benefits, and stress reduction as teleworking motivation and more likely to have supervisor unwillingness, risk aversion, and concern about lack of visibility to management as constraints. Clerical workers were more likely to see family, personal, and office stress-reduction benefits as important compared to managers or professionals. Managers or professionals see more work done as the most important advantage.

The researches mentioned on table were conducted using various measurements and scales with various limitations. Most of them focus on the perceived challenges and benefits, but still useful in identifying the themes that may underlie the general teleworking attitudes (Clark, 2007). It appears that the more general themes are general receptiveness toward teleworking and perceived advantages and disadvantages from teleworking.

Clark (2007)[5] mentioned that attitudes toward teleworking consist of multiple dimensions. She mentioned that there are four factors that described the structure best. Those four factors are work preferences, flexibility, challenges, and benefits.

II.6 Hypothesis and Conceptual Framework

Extraversion is often described as being sociable, talkative, and assertive [35]. Individuals with a high score on extraversion are predicted to have a desire to be around people and will perceive that teleworking decreases the opportunity to be around other people related to work [5]. A research by Haines III, St-Onge, & Archambault (2002)[36] showed that teleworkers with lower affiliation motivation had more positive performance that indicates a negative relationship between need for affiliation and teleworking satisfaction.

Because there is a misfit between the extraversion traits and the teleworking condition, a hypothesis is made that extraversion is negatively related with attitudes toward teleworking.

H1: Extraversion will be negatively related with attitudes toward teleworking

Agreeableness is often associated with flexible, trusting, cooperative, and tolerant [35]. High score in agreeableness indicates that the individuals tend to value and respect others' point of view [5]. Telework must involve trust and collaboration to work, to determine how the teleworkers will communicate and get the work done without much face-to-face communication [5]. Therefore, a hypothesis is made that agreeableness is positively related with attitudes toward teleworking.

H2: Agreeableness will be positively related with attitudes toward teleworking

Conscientiousness reflects being careful, responsible, planful, organized, efficient, and competent [35], [37]. Time management, self-organization, and self-motivation are some of the essential skills that teleworkers should have [38], which people with high score on conscientiousness have. Traits of conscientiousness are also similar with a successful teleworker profile: well-organized, self-disciplined, predictable, good self-control, and self-motivated [5]. There is a fitness between conscientious individuals and successful teleworkers. So, a hypothesis is made that conscientiousness is positively related with attitudes toward teleworking.

H3: Conscientiousness will be positively related with attitudes toward teleworking

Individuals with high score on neuroticism tend to experience emotional instability, embarrassment, pessimism, and low self-esteem [39]. They are also associated with being anxious, depressed, angry, and insecure [35]. It is possible that individuals with high neuroticism score prefer to work outside of their office to avoid unpleasant contact with others, but at the same time have a difficult time managing the boundaries between work and life in the teleworking arrangement [5].

Emotional stability helps to maintain efficiency, effective communication, reasonable decision making, and perceive the world with joy and optimism [40]. Effective communication, problem solving, and decision making are some of the essential skills for teleworkers [38]. So, maintaining effective communication and reasonable decision making might become a problem for people with high neuroticism score. Based on the misfit between essential skills of teleworkers, difficulties to manage boundaries, and the characteristic of neurotic people, a hypothesis is made that neuroticism is negatively related with attitudes toward teleworking.

H4: Neuroticism will be negatively related with attitudes toward teleworking

Open individuals are imaginative, aesthetically responsive, empathic, exploring, curious, and unconventional [37]. The implementation of teleworking will bring changes on how the work itself conducted, culture of the organization, and a new control and evaluation system [5], [41]. High score on openness suggests that the individuals are adventurous, looking for challenge, and searching for a new experience. In contrast, people low in openness prefer the simple, familiar, and conventional way [5].

Teleworking requires the ability of the individuals and organization to adapt to changes in work arrangement and individuals with low score on openness prefer the familiar way and desire change as little as possible. Therefore, a hypothesis is made that openness is positively related with attitudes toward remote working

H5: Openness will be positively related with attitudes toward remote working.

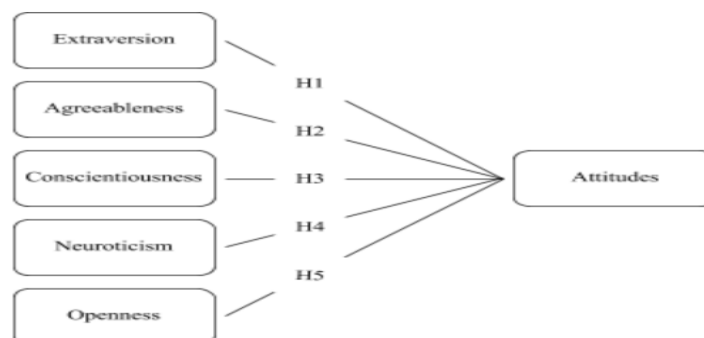


Figure 1 conceptual framework

III. METHODOLOGY

III.1 Research Method

The data in this research will be analysed with a quantitative approach to confirm the hypotheses made. The data needed for this research will be collected using an online questionnaire and later be processed using

statistical methods to confirm the relationship between the independent variables (extraversion, agreeableness, conscientiousness, neuroticism, and openness) and the dependent variable (attitudes toward teleworking).

III.2 Research Design

III.2.1 Problem Identification

The researcher started the research with identifying the problem. Problem Identification is important as a guideline on the research. In this research, the problem is every individual considered as Generation Z has a different personality and also different attitude toward teleworking.

III.2.2 Literature Review

To determine the variables of the research, literature is needed as the theory base and later to construct the questionnaire. The literature used is about Generation Z, personality, teleworking, and attitudes toward teleworking, gathered from available journals, articles, and books.

III.2.3 Develop Questionnaire

III.2.3.1 Sampling Technique

The age of individuals considered as Generation Z in 2020 is ranging between 10 until 23 years old. For this research, the population is people aged 17-23 years old and currently or have finished higher education in universities in the West Java area. The minimum age is 17 years old because after turning 17 years old individuals are considered as adults in Indonesia. There is no actual data about the number of the population. So, according to Maholtra et al. (2017), the appropriate number of samples is 200.

III.2.3.2 Questionnaire Design

The questionnaire used in this research is based on previous researches and assessment. To determine the point of each question, this research use Likert scale from one to five. One means strongly agree and five means strongly disagree. The first section will ask about the demographic data of the respondents. The second section will assess the personality of the respondents using Big Five Personality Traits assessment. The assessment is being used in this research because the personality assessed in this assessment is the basic dimension of personality. The third section will assess the attitude of the respondents toward teleworking using a mix of questions from previous researches. The questionnaire will be in Bahasa Indonesia to make it easier for the respondents.

III.2.4 Questionnaire Distribution

The questionnaire will be distributed online. Researcher will distribute a link to Google Form through social media.

III.2.5 Validity and Reliability Test

Validity test is conducted to make sure the scores from a measure are representing the variables (Chiang, et al., 2015). The statistical method used for the validity test is Pearson Bivariate Correlation. It is conducted by comparing the correlation coefficient in the calculation (r-result) with r-value in the r table (r-table). The variable statement is valid if r-result is greater than r-table. Reliability test is conducted to know the consistency of a measure (Chiang, et al., 2015). The statistical method used for the reliability test is Cronbach Alpha. If the score of the Cronbach Alpha (α) is greater than 0.6, the data is reliable.

III.2.6 Classical Assumption Test

A classical assumption test is required in multiple linear regression analysis to confirm the hypothesis made. The classical assumption is constructed with multicollinearity, normality, linearity, homoscedasticity, and autocorrelation test.

III.2.7 Data Analysis

The statistical method that is used for this research is multi linear regression. The method is used because this research will determine the relationship between one dependent variable and multiple independent variables. The regression process will generate a formula of linear regression:

$$Y = a_1X_1 + a_2X_2 + \dots + a_nX_n + c$$

Where Y = dependent variable score; a_n = coefficient of independent variable number n; X_n = score of independent variable number n; c = constant

III.2.8 Conclusion and Recommendation

The answers of this research question will be answered and explained in this chapter, based on the analysis. Recommendations will also be given for future research and for organizations to implement teleworking.

IV. RESULT

After data cleaning, the data from 205 respondents are eligible to use in this research. There are 100 female respondents and 105 male respondents. From 205 respondents, 86 respondents are 21 years old, 66

respondents are 22 years old, 46 respondents are 20 years old, 4 respondents are 19 years old, and 3 respondents are 23 years old. The data passed the reliability test but two subfactors of the attitudes did not pass the validity test. All five classical assumptions are also passed.

IV.1 Multiple Linear Regression

The researcher uses SPSS application to do the multiple linear regression process. Then the result from SPSS is analysed by the researcher.

IV.1.1 Coefficient of Determination

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.204 ^a	.042	.017	16.76852	1.945

From **Error! Reference source not found.**, the value of R Square is 0.042. It means that the independent variables' ability to explain the variance of the dependent variable is 4.2%. In other words, 4.2% of attitudes toward teleworking can be explained by the Big Five factors.

IV.1.2 ANOVA and F Ratio

Table 4 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2426.705	5	485.241	1.726	.130 ^a
	Residual	55955.617	199	281.184		
	Total	58382.322	204			

The independent variables together are considered to affect the dependent variable if the Significance value is smaller than the error (0.05). Because the Significance value is bigger than 0.05, a conclusion is made that the independent variables together do not affect the dependent variable.

IV.1.3 T Test and Multiple Linear Regressions

Table 5 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	130.743	9.107		14.357	.000		
	Extraversion	-.230	.174	-.098	-1.322	.188	.885	.131
	Agreeableness	-.268	.256	-.080	-1.045	.297	.828	.208
	Conscientiousness	.058	.227	.018	.256	.798	.926	.080
	Neuroticism	.214	.170	.089	1.257	.210	.968	.033
	Openness	.426	.238	.133	1.792	.075	.878	.139

Each independent variable is considered to have a significant relationship with the dependent variable if the Significance t value is smaller than the error (0.05). Table 5 shows that none of the Significance t value from the variables are smaller than 0.05. This means that none of the independent variables have a significant relationship with the dependent variable. However, if the error is increased to 0.1, Openness has a significant relationship with the dependent variable.

From the result in column B, the regression model is made. The regression model is:

$$Y = 130.743 - 0.230(\text{Extraversion}) - 0.268(\text{Agreeableness}) + 0.058(\text{Conscientiousness}) + 0.214(\text{Neuroticism}) + 0.426(\text{Openness})$$

IV.2 Multiple Linear Regression with Control Variables

After the first multiple linear regression, researcher attempted another multiple linear regression and added age and gender as control variables.

IV.2.1 Coefficient of Determination

Table 6 Model Summary with Control Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.231 ^a	.053	.020	16.74946	1.921

From Table 6, the value of R Square is 0.053. It means that the independent variables' ability to explain the variance of the dependent variable is 5.3%. In other words, 5.3% of attitudes toward teleworking can be explained by the Big Five factors.

IV.2.2 ANOVA and F Ratio

Table 7 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3115.073	7	445.010	1.586	.141 ^a
	Residual	55267.249	197	280.544		
	Total	58385.322	204			

The independent variables together are considered to affect the dependent variable if the Significance value is smaller than the error (0.05). Because the Significance value is bigger than 0.05, a conclusion is made that the independent variables together do not affect the dependent variable.

IV.2.3 T Test and Multiple Linear Regression

Table 8 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	82.575	33.609		.2457	.015		
	Extraversion	-.222	.175	-.094	-1.268	.206	.867	1.153
	Agreeableness	-.228	.257	-.068	-.884	.378	.817	1.224
	Conscientiousness	.035	.230	.011	.152	.879	.899	1.113
	Neuroticism	.216	.176	.090	1.228	.221	.902	1.109
	Openness	.485	.242	.151	2.006	.046	.848	1.179
	male	-1.389	2.487	-.041	-.558	.577	.885	1.129
	age	2.215	1.472	.108	1.505	.134	.936	1.069

Each independent variable is considered to have a significant relationship with the dependent variable if the Significance t value is smaller than the error (0.05). Table 8 shows that none of the Significance t value from the variables are smaller than 0.05. This means that none of the independent variables have a significant relationship with the dependent variable. However, if the error is increased to 0.1, Openness has a significant relationship with the dependent variable.

From the result in column B, the regression model is made. The regression model is:

$$Y = 82.575 - 0.222(\text{Extraversion}) - 0.228(\text{Agreeableness}) + 0.035(\text{Conscientiousness}) + 0.216(\text{Neuroticism}) + 0.485(\text{Openness})$$

IV.3 Discussion

The first four hypotheses are rejected. Only the fifth hypothesis is accepted. The first hypothesis is rejected because the significance value of Extraversion is above 0.05, but the relation matches the hypothesis statement which is negative. The second hypothesis is also rejected because the significance value of Agreeableness is above 0.05 and the relationship is negative, the opposite of the hypothesis statement. The third hypothesis is also rejected because the significance value of Conscientiousness is above 0.05, but the relation matches the hypothesis which is positive. The fourth hypothesis is also rejected because the significance value of Neuroticism is above 0.05 and the relationship is positive, the opposite of the hypothesis statement. The fifth hypothesis is accepted in a condition that the error is increased to 0.1 and the relationship is the same as in the hypothesis statement which is positive.

The control variables which are age and gender increase the ability of the independent variables to describe the dependent variable by 1.1%. However, it is still not significantly describing the dependent variable.

V. CONCLUSION

This research tried to identify the relationship between The Big Five factors and the attitudes toward teleworking of Generation Z using multiple linear regression analysis. Based on the analysis, four out of five factors of The Big Five factors have no significant relationship with the attitudes toward teleworking of

Generation Z. The four insignificant factors are extraversion, agreeableness, conscientiousness, and neuroticism. Openness has a significant positive relationship with Attitudes toward Teleworking when error is increased to 0.1 and control variables are not added, or error is 0.05 and control variables are added.

The Big Five factors can only explain 5.3% of the attitude toward teleworking, which means 94.7% of the attitudes toward teleworking is explained by other variables not included in this research. Therefore, The Big Five factors are not a significant factor of attitudes toward teleworking of Generation Z.

Based on the findings, the researcher suggests:

- Adding control variables in the regression process increases the significance of the model. Another control variable such as study program and working experience would be useful. But make sure to limit the study program to get better result.
- This research shows that the Big Five Personality Traits only explains 5.3% of the attitudes toward teleworking. There still are another personality assessment like Myers-Briggs Type Indicator that could give different result.
- The only significant factor is Openness. So, organizations can consider the openness of their employees before offering telework arrangement.

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