Motivation Behind Conducting Altruism

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Abstract: In today's workplace, Generation Z (those born between 1990 and 2010) is gradually entering the labor market. This generation of young Chinese people has formed their unique social views and values due to the shaping and influence of their social environment. They show a high degree of self-awareness in their work, but at the same time have different degrees of dedication and a tendency of loafing on the job when faced with collective work. Therefore, based on this phenomenon as a starting point, this experiment attempts to explore the moral psychology of this group of people when they work in a group through a thought experiment interview. The results show that when many people show altruistic behavior, their motivation often comes from the balance of their personal benefits. There are also a few people willing to make greater efforts and trust to the uncertain collective work returns. However, when asked about the reasons behind the choices made in each experiment, interviewees often did not realize that their rational thinking was being affected by the moral intuition that they were accustomed to.

Keywords: altruism, collective work, egoism, motivation, Generation Z

1. Introduction

In today's workplace, Generation Z (people born between 1990 to 2010) is gradually entering the labor market. In China's employment market, the participation of young people has brought about earth-shaking changes in the management of many enterprises. These young people are negatively referred to as the "Beat Generation" in the eyes of the public, because they were born in the rapid development of China's social dividend, resulting in a series of characteristics of being tired of work and study, refusing to undertake any social obligations, and taking pleasure as prime demand [1].

In the social environment of information explosion and entertainment media cross-flow, Generation Z has formed unique social views and values [2]. Hedonism gradually prevailed among this generation, which led to their Self-centered character in collective work [3]. Although the spirit of selfless dedication and collectivism has been the spiritual character that China has been promoting since ancient times, it seems that more and more young people are starting to unconsciously develop a "refined egoism". This kind of egoism has many different camouflages and is displayed in different ways with seemingly altruistic behaviors. This is particularly evident in the modern workplace and has a trend of polarization. A number of young people are mixed up in various positions in the typical fish-in-troubled-water work mode and try to avoid taking more responsibilities or trying to make more valuable contributions based on the principle of not making mistakes [4]. The other part seems

to be positive and enterprising, but these efforts are expressive efforts made after careful consideration of self-interest. China's traditional collectivist values are gradually missing [5].

What is more worth thinking about is that the formation of this refined egoism cannot be perceived by the young generation themselves. Although this generation also grew up under the enlightenment of traditional Chinese Confucianism, it was also influenced by the individualism represented by the influx of western entertainment media when making decisions of self-giving, which shows a double standard's motivation. In addition, some young people subconsciously find plausible excuses for work procrastination, but this kind of delay has a certain negative effect on work. Procrastination at work is related to the personality tendency to procrastinate, especially for decisional procrastinators. Apart from personalities, work environment and emotions are also found to be inducements of workplace procrastination [6,7].

Today's research is still mainly aimed at the working psychology of the general public, while there are few studies on Generation Z in this area. Chinese Generation Z grew up in a more complex environment and were influenced by more factors, so they showed a variety of characteristics in their work, which posed a huge challenge to the existing human resources management.

Therefore, based on this phenomenon as the starting point, this experiment attempts to explore the moral psychology of Generation Z employees when working in a group through a thought experiment interview. This experiment is inspired by public good games, which is a classic economic experiment. In the basic game, the subjects secretly decide how many private tokens to put into the public pool. The tokens in this pool will be doubled, and then the whole pool will be evenly distributed back to individuals.

On this basis, the experiment added several experimental variable conditions in different scenarios to reflect different working environments and management modes, so as to observe the changes of subjects' decision-making. In addition to multiple-choice questions, subjects will also be asked to change their motivation and logical thinking after making each different choice. Through the analysis of these interviews, the trends and reasons for people's psychological changes under different variables could be found. Through analysis, the conclusions can provide help to understand the psychology and motivation of Generation Z, make certain contributions to today's workplace management and human resources management, and help enterprises management to carry out reforms more suitable for Generation Z or later generations.

2. Methods

In this thought experiment, the scenarios settings are simplified from real-life teamwork scenarios, so that the experimental data can be more realistic and the suggestions based on the experimental data can be more feasible. Firstly, people's contribution (effort) is expressed as tokens. Secondly, different "investment" scenarios were designed to allow participants to choose how many tokens to invest in a given situation and to ask them why.

The whole thought experiment will be conducted through questionnaires and interviews. The main target group is Chinese Generation Z employees, and it will also include subjects of other age groups, which can also be used as a control group for comparison with the target group in the follow-up study, with the same gender ratio.

The framework of the Thought experiment is very simple. Respondents should imagine that they were one of 10 partners, each of whom has 10 tokens in different scenarios (each token represents "effort", equivalent to 100000 dollars). There are five independent scenarios in which the respondent decides how many "efforts" to invest in the "public profit pool" separately. All total number of "efforts" in the "profit pool" will doubled, and then evenly distributed to each partner as a "money reward". The design of this framework is actually the basis of applying the expectancy-value theory [8]. By setting different ways or conditions of return, the subjects' perception of "effort" value will

be affected, and then the deep emotional factors or logic of the subjects in making these five decisions will be induced.

Each questionnaire and interview contains five sets of questions, and each set of questions is based on five different scenarios, including a single-choice question and a short answer question.

Each of the five scenarios is independent. Participants need to choose the number of tokens they would like to invest in each question, and then the thoughts and logic behind each answer will be asked as open questions.

The answers data model to the five single-choice questions can be analyzed by SPSS to find the trend of respondents' answers, in order to analyze whether these trends have similarities. Then, through keyword analysis, the logic and motivation of the respondents in the open-answer questions in each scenario will be summarized. Finally, through the comparison of answers, this paper would try to explain the tendency and their similar and different motivation in five scenarios. Further, the results can be compared, to find whether the respondents of different genders or different years of employment have similarities through category labels.

In addition, the data submitted by all the subjects can also be used for sand-table simulation calculation: the real data can be used to run the test as an invest-profit game to find the "investment strategy" with the highest income in the five scenarios and calculate the profitability of the respondents. From this, the experiment can also find out whether the respondents who are willing to contribute or who choose the strategy of fishing in troubled waters are more profitable.

From a collective perspective, the settings of the five scenarios are all absolute positive collective benefits. As long as people are willing to put in more effort, they will get more profit. Therefore, three hypotheses are proposed in this experiment:

Hypothesis 1: in order to gain higher profits, most respondents might be willing to invest more "efforts" (7-10 tokens) in each scenario.

Hypothesis 2: in the scenarios with the rules of symbolizing supervision, incentives, openness or transparency (scenario 2,3,4,5), people might tend to devote more "efforts" than in scenario 1.

Hypothesis 3: the respondents who put most of their "efforts" (more than 8) are not the highest in terms of profitability results (real data sand-table simulation).

2.1. Scenario Design

In Scenario 1, the respondent imagines making "efforts" investments under complete anonymity and has no information about how much "efforts" that imaginary partners might invest.

The second scenario is based on Scenario 1, which adds a certain public restriction: if the total number of tokens in the profit pool is less than 50, the whole partnership will be declared bankrupt, there will be no dividend, and every partner will lose all the tokens that have been invested or kept. Respondent still has no information about how much "efforts" imaginary partners might invest.

In scenario 3, the interviewees will imagine investing tokens in a completely open and transparent way, and the amount of "efforts" invested by each hypothetical partner can be known to each other.

In the fourth scenario, the distribution of the token pool will be a hypothetical last place elimination system, which means that the partner with the least investment will lose all the tokens and dividend rights that have been invested or kept.

In the fifth scenario, the hypothetical distribution mode of the company is adjusted to the target gradient, in which, the total number of tokens in the profit pool is graded: below 30, the partnership is declared bankrupt, and every imaginary participant will lose everything; 31 to 50, the dividend pool grows 1.5 times; 51 to 70, grows 2 times; 71 to 90, grows 2.5 times; above 91, grows 3 times. The pool will be equally distributed to every partner.

3.   Results

A total of 89 data were received in the experiment, including online questionnaires and interviews. There are 45 men and 44 women, all of whom are Chinese. Half of the respondents are between 22 and 32 years old, and 36% are older than 32 years old. All interviewees have experience in working or internships in collective jobs, with a wide range of fields, including teachers, managers, doctors, staff, etc.

The questionnaire in the form of the network is released on the mobile WeChat platform and disseminated on the public social platform. Interviews are mainly street interviews and workplace interviews. Most of the collected data content is effective for the experiment (only 3 data are inaccurate). The respondents took about 10-15 minutes to complete the experiment on average, and all gave their answers after a certain degree of consideration under a reasonable scenario imagination.

The degree of investment "effort" is ranked by the amount of 0 to 1 token, which is based on Likert scale quantitative method. To use a simple numerical classification method, it is simple to define the investment of 0-3 "effort" tokens as "fishing in troubled waters" or lazy at cooperation, and the act of investing 7 or more tokens is called "hard dedication".

3.1. Scenario 1

In general, most respondents invest few amounts of "efforts" to reduce the amount of investment, 40.8% chose 0-3, 44.2% chose 4-6. The most intensive option is that 21 people choose to invest 5 tokens (see Figure 1).

Not surprisingly, in the hypothetical anonymity scenario, fewer people are willing to selflessly invest a large number of tokens.
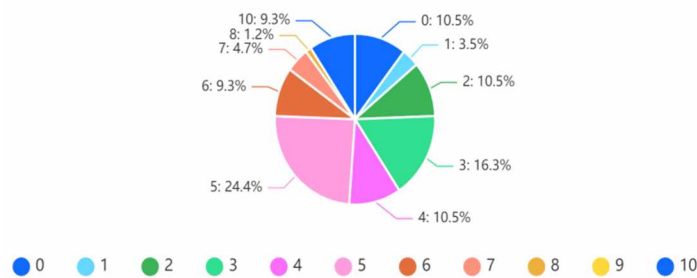

Figure 1: Distribution of results in Scenario 1.

When asked about the reasons for making the choice, the respondents who invested 3-5 said that this was the result of balanced consideration to prevent others from not investing in taking advantage. At the same time, these interviewees believe that investing 3-5 tokens should have been considered as due diligence, and even if it is lost, it is also the degree of loss that can be borne.

Other mentioned words with high frequency are risk, uncertain return, clear self-conscience, and unrecognized efforts.

3.2. Scenario 2

The quantity distribution of token investment has an obvious upward trend compared with Scenario 1. More respondents chose to invest 7-10 tokens (43%), becoming the main crowd, and compared with the potion of respondents who chose to invest 0-3 tokens reduce to 21.4% (Figure 2).
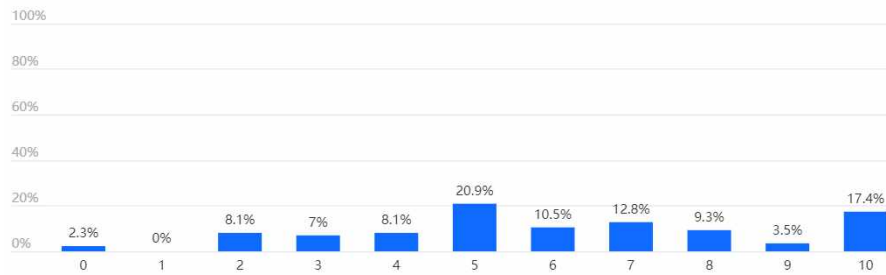
Figure 2: Distribution of results in Scenario 2.

The investment calculation strategy of how to prevent the partnership from going bankrupt has repeatedly emerged in the open question. "Pressure, avoid bankruptcy, balance" also repeatedly appeared in the answer. Some respondents even explained the calculation logic that they could prevent bankruptcy and obtain the maximum income, and claimed that 7 is the best investment strategy.

The change in this distribution trend clearly reflects the changes in the investment strategies of the respondents under different mechanisms.

3.3. Scenario 3

The data distribution in scenario 3 has moved upward by around 5% to scenario 2, and the median concentration is notably higher, with more than half of the people choosing 5-8.
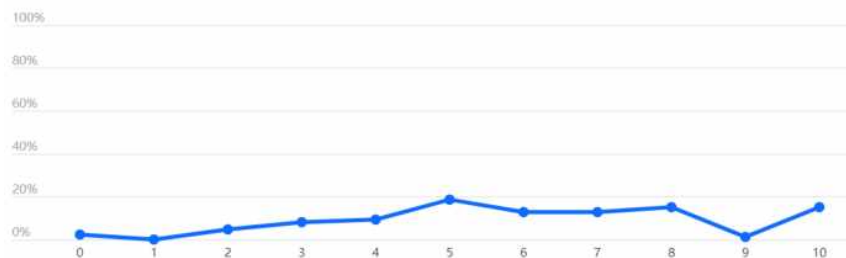

Figure 3: Distribution of results in Scenario 3.

Respondents described that when investing in a fair and open environment, perhaps more people will have more confidence in their own income, so they will choose to invest more tokens and face fewer risks. A small number of people explained that they do not want to be regarded as a partner who enjoyed others' success under peer pressure, so the number of tokens invested was higher than in the previous two scenarios (Figure 3).

3.4. Scenario 4

Under the last place elimination mechanism, 32.6% of the people chose to invest 10 tokens and became the largest group. However, these upward distribution data mainly come from respondents who choose to invest 5-8 tokens in the first two scenarios, while the participants who choose to invest 0-3 tokens have no obvious trend to change their choices (Figure 4).
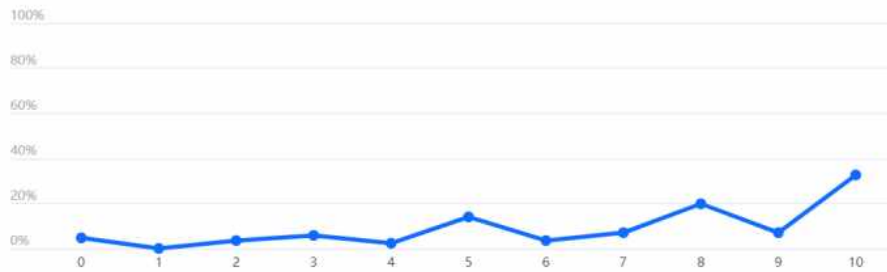
Figure 4: Distribution of results in Scenario 4.

Among the respondents who chose 10 tokens, it is widely believed that partners would invest more tokens than before under this mechanism, which is likely to be concentrated in 7-10. Therefore, in order to avoid a small probability that to become the eliminated one, the highest amount of tokens was chosen.

In addition, some respondents still have the idea of speculation, thinking that even if they invest very few tokens, they will not be the last to be eliminated, because they speculate that there are people with similar ideas.

3.5. Scenario 5

The data distribution in this scenario is not significantly different from Scenario 4, and there is a slight tendency to be in the middle.
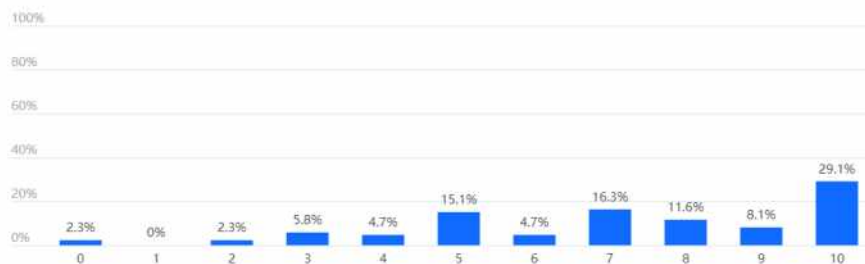

Figure 5: Distribution of results in Scenario 5.

In this scenario, some respondents talked about "positive expectations", "expected value" and "maximization of common interests". They speculate that when the collective has a clear goal, more people will be willing to put more effort into it, but at the same time, in the face of an uncertain investment environment, if the pursuit of extreme returns is likely to bear a certain degree of loss. In this logic-dominated situation, the number of respondents who chose to invest 7-8 tokens increased significantly (Figure 5).

3.6. Overall Data Analysis

In general, the data distribution from Scenario 1 to Scenario 5 shows an obvious upward trend, which is also in line with the expectations of scenario settings (see Figure 6).
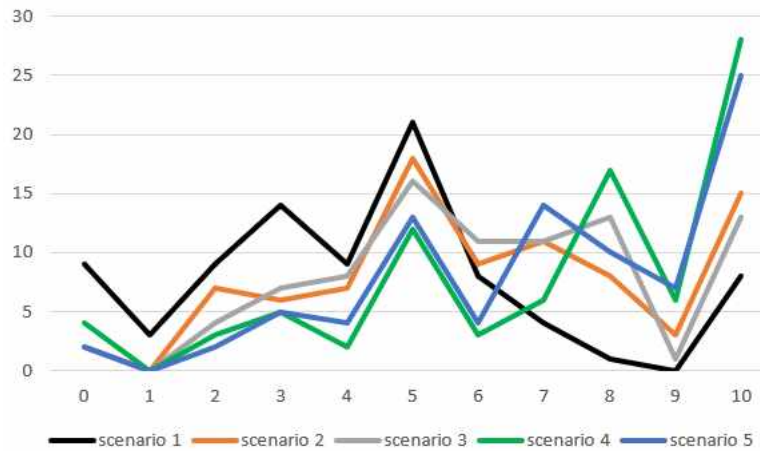
Figure 6: Trend comparison of five scenarios.

The total investment of each respondent could be divided into five parts according to a scale of 0-50, namely 0-10, 11-20, 21-30, 31-40, 41-50.
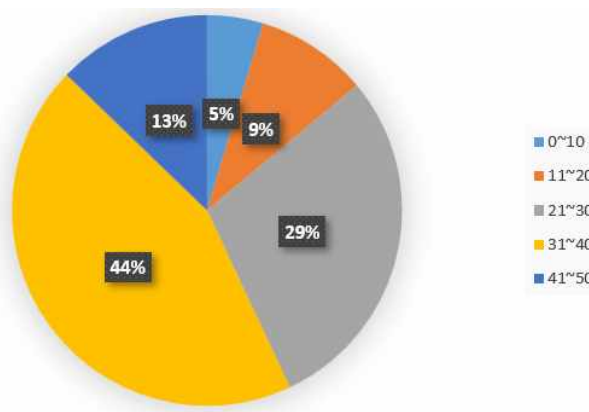

Figure 7: Interval token distribution.

The number of subjects with a total investment of 31-40 is the largest (44%), and the average investment of these 38 people in each round is 7.1 tokens. Next is the second largest group of respondents with a total investment of 21-30 tokens, accounting for 29%, and the average number of each scenario is 5.0. 13% of the subjects were willing to invest more than 40 "efforts", and 14% invested less than 20 tokens (Figure 7).

The total average sum of investment of each subject in five rounds is 30.8. The average value of each turn is 6.2, with a median of 33.

In addition, the respondents in each of the five groups (in terms of sum investment) have similarities in answering open questions.

Those who invested more than 40 in total frequently mentioned self-dedication or collective interests. The respondents who invested 30-40 are more willing to share their risk-income calculation logic. The group investing in 20-30 is relatively special. Their investment curve fluctuates greatly in five scenarios ($\sigma > 0.1$), and they more or less used extreme value or intermediate value as investment decisions.

However, those who invested less than 20 often reveal the characteristics of opportunism from the interview, and they unanimously agree that least or no investment is the best strategy in the case of sharing profits.

From the perspective of age, the data distribution of subjects born before the 1990s is more scattered than that of those born after the 1990s. The total number of people who are concentrated in 31-40 accounts for the majority (33%). In contrast, the data distribution of post-90 and post-00 subjects is very concentrated, with 31~40 and 21~30 subjects accounting for the majority, 52% and 36% respectively.
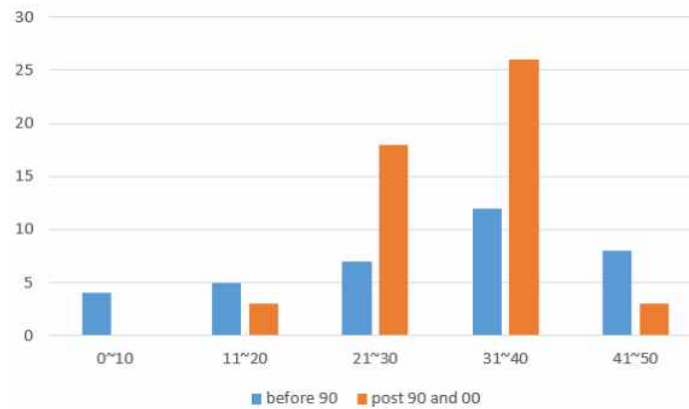
Figure 8: Comparison between pre-90s and post-90s.

It is worth noting that (in Figure 8), among the groups who invested the most tokens (>40), the majority of the respondents have longer work experience or older ages. This may be related to their growth experience, which is in sharp contrast with the post-90-00 group.

From the perspective of gender, the trend difference between men and women is not significant ($\sigma < 0.05$), and males' choices are relatively more concentrated (Figure 9).
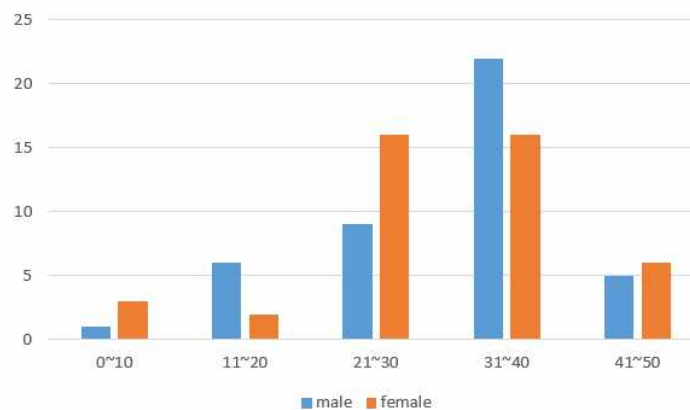
Figure 9: Comparison between different genders.

However, it is interesting that female respondents mentioned more topics or words about "fairness, justice, mutual benefit and win-win" in their responses, and seemed more willing to assume the thinking path of other hypothetical partners. The male interviewees are risk-oriented and benefit-oriented. They are more concerned with the logical starting point of self-centeredness and like to discuss the topic of "risk and benefit balance".

To be specific to each participant, six of the respondents decided to invest 10 tokens in all five scenarios. Among these five open questions, the frequency of referring to the word "myself" is significantly higher than that of other interviewees, and the logic expressed is mostly self-centred. They think that they have nothing to do with others when making decisions, and should always play a leading role in the hypothetical group, or fulfil their duties. In contrast, two respondents chose to

invest 0 tokens in each scenario. They believed that not investing was the greatest benefit, and they had a clear psychology of speculation and taking advantage of the situation.

Moreover, it seems that post-90s subjects are better at calculating the best profit strategy. In their responses, they repeatedly mentioned "maximum profit" and "loss prevention", and gave their own calculation strategies, and rarely mentioned the collective interests or trust in others.

4. Discussion

In general, the progress of the thought experiment is in line with expectations, and participants can correctly understand and imagine the scenarios and factors set in the topic.

Only Hypothesis 2 was confirmed, while Hypothesis 1 and Hypothesis 3 were falsified. In addition to these assumptions, the experiment also found some additional trend phenomena, which will be discussed below.

4.1. Work Ethics Standard

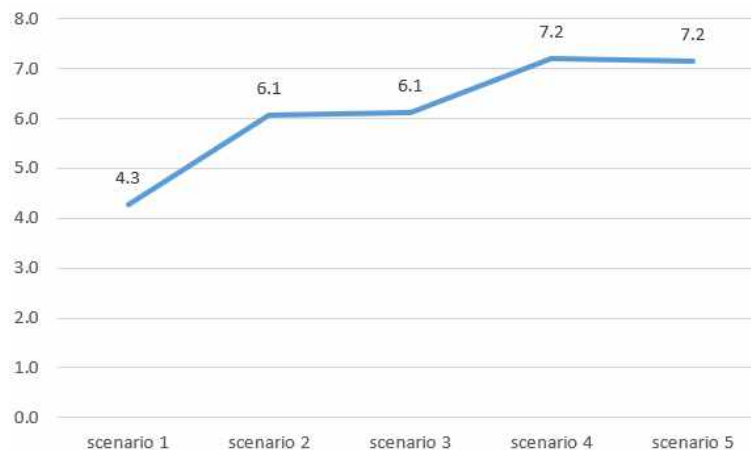From the data tendency of five different scenarios, hypothesis 2 is clearly verified.

Figure 10: Trend of average value of different scenarios.

The design of the scene refers to five environments in the real collective cooperation scene. The first scenario symbolizes the lack of regulatory and transparent cooperation mechanisms. The subjects imagined that they would cooperate in a completely unknown and undisclosed environment, and had no trust basis with their imaginary partners. Therefore, the average number of tokens invested was 4.3, indicating that the risk aversion of individuals reached the highest level in such a completely transparent scenario [9]. If the average investment of partners' "effort" is 4.3, the project or company is likely to fail or go bankrupt, because almost everyone is slack (Figure 10).

In the overall results, it is difficult to determine how much "effort" invested can represent the extension of due diligence or fishing in troubled waters and selfless dedication. In the whole experiment, the designer deliberately did not mention this standard, so the standard was decided by the subject's self-perception. From the results, at least it can be concluded that, from the very beginning of the experiment, very few people thought that investing all 10 tokens into the pool is the common standard of due diligence.

Thus, in the consciousness of respondents, there is a scale which unconsciously believes that there is a higher standard of enthusiasm in addition to the standard of due diligence in daily work, and reflects the possibility that most people are not fully engaged in their work, or can actually do the job more brilliantly.

In contrast, Scenario 2 is closer to the real work scenario. It is also the first time in the real sense to put a potential standard for the degree of "due diligence" in the experiment. By adding the condition that "less than 50 'effort' will fail", the respondents are reminded that at least all partners need to pay at least half of the "effort token" to make the cooperative project successful. Therefore, the average input of subjects increased from 4.3 to 6.1 in scenario 2. After this question, the scale of the degree of due diligence in the minds of the subjects has formed a certain standard. In their perspective, only more than 5 tokens need to be invested could make the cooperation successful, which can also be called due diligence.

Sverdrup and Schei stated that the operation of the team may benefit from the agreed behaviour of clearly discussing work effort and work quality standards at an early stage [10]. The introduction of the standard also affected the decision scale of the following three scenarios. It is equivalent to clarifying a psychological contract in the minds of the respondents in advance, and also roughly defining a minimum standard for the operation of the hypothetical team running normally.

Pogson and other researchers explained that work ethics is an attitude structure that reflects people's deep-rooted values about the basic status of work in life [11-13]. These values include hard work, autonomy, fairness, wise and effective use of time, delayed gratification and the intrinsic value of work. Therefore, those who hold these values will have strong work ethics. This theory can also explain the differences between post-90s and pre-90s subjects found in the experiment. This is also the reason why the employment management of contemporary enterprises has posed great challenges. The fundamental reason is that the differentiated work ethics formed due to the different growth experiences of the employees and the different hierarchy of needs cannot be completely solved through organizational incentives or constraints.

4.2. Trust and Distribution

Variable conditions were added from the following scenario to motivate or constrain the subjects to invest more tokens; however, even based on the positive benefits agreed in advance and the clear distribution mechanism, most people failed to invest 10 effort tokens in the hypothetical cooperation team, which denied hypothesis 1.

Under the condition of absolute positive profit growth, the more investment in theory presents, the higher the multiple of pool growth and the more profits each participant can get, especially in Scenario 5. Surprisingly, the data distribution in Scenario 5 is not much different from that in Scenario 4, and there is no increase in the number of subjects willing to invest 10 tokens. Therefore, the question of suspicion and trust has come out.

Many respondents talked about trust in the interview, and all had an interesting trend. Their first imagination of other hypothetical partners was negative or suspicious. The negative impact of this suspicion on cooperation is immeasurable [14]. It can lead respondents to put themselves at a disadvantage from the beginning, and then subconsciously stimulate the instinct of risk aversion, leading more participants to start taking the basic cooperate strategy on the premise of protecting their own interests [15]. Although Scenario 3 simulates the hypothetical public investment scenario, the design of the conditions does not explicitly mention how many tokens the hypothetical partners will invest, so the data distribution of Scenario 3 is not significantly different from that of Scenario 2. This phenomenon can also explain why, even under the stimulus of huge dividends, some people still choose to fish in troubled waters. This slacking may not be spontaneous, but passive under the situation of mutual suspicion.

Dirks suggests trust is a construct that influences group performance indirectly by channeling group members' energy toward reaching alternative goals [14]. Trust seems to influence how motivation is converted into work group processes and performance. When the respondents were asked why not invest 10 tokens, they clearly understood the positive profit growth, but still felt that

the behavior was a huge risk, as others might not hold the same thought. As in work, some people think that even if they work harder, they may not be able to get a fair return [16], or be shared by others who made little effort, Therefore, it is an involuntary decision to reduce their level of dedication.

In addition, it is noteworthy that in the interview, female interviewees seem to have a more obvious tendency to suspect imaginary partners. Heretick states that suspicion was found to be related to stress among females [17]. In the workplace, under pressure, this suspicion may be more obvious, thus affecting women's internal ambitions in their careers.

As far as the allocation mechanism is concerned, the five scenarios in this experiment are basically set as the principle of average allocation. This distribution mechanism was questioned by the subjects in a suspicious environment as unfairness. However, during the interview, the respondents seemed to agree that such a distribution mechanism does exist in real work situations, and even some respondents described that they are currently in a similar work environment. In real cooperative relationships, the situation is much more complex, and it is difficult to simply express the effort of each person with money or tokens, so the setting of the distribution mechanism will also be more difficult to ensure fairness and justice. This will also affect people's enthusiasm for hard work to a certain extent.

4.3. "Best Investment Strategy"

When participants started to calculate the so-called best strategy, it is not difficult to realize that these people have forgotten the theory of duty or morality in the workplace.

Before answering those question, one has to admit that most people are not rational as Waal claims, that people are living in the age of empathy [18]. Moral judgments are mostly determined by gut feelings of empathy, but not deliberation and rationality. There is no description of the hypothetical partner in the question, but people bring their own experience into the topic through empathy and imagine that others will slack off. At the same time, this kind of empathy also affects people's moral and psychological judgment. In the title, there has never been any misleading guidance or description such as the so-called "maximum benefit" or "best strategy", but simply asking the respondents how many tokens they would like to invest. However, the reality is that most of the subjects regarded this experiment as a financial game or a game with the goal of maximizing profits.

Bentham proposed that the so-called morality is "the pursuit of the greatest happiness of the largest number of people", but this statement itself is not that useful in the modern workplace [19]. People do not trust others as much as Bentham believed. The result of total investment tendency falsifies hypothesis 1 that people do not share the same good ideas and pursue the greatest happiness of the majority of people as Bentham thought. People express the egoism of "taking me as the center" both in the multiple-choice questions and in the discussion after selection. When facing the absolutely positive benefits in scenario design, people give priority to their own or the losses they will suffer, rather than trusting others and devoting themselves to everything without hesitation.

In addition, many seemingly altruistic behaviors are driven by personal interests. For example, in situation 2, when the amount of the dividend is related to the contribution of the individual, respondents start to contribute more, but not much. This kind of self-interest behavior has many manifestations and is not necessarily the return of monetary benefits. For instance, in situation 3, more people contribute more. Compared with scenario 1, there is no difference in the allocation mechanism or reward mechanism, but the subjects are willing to pay an average of 2.1 more tokens of "effort". Respondents explained in the Q&A that they were brought into the scene of daily work with empathy. They felt pressure when being watched by others. At the same time, they also want to play a leading role in the group to gain emotional or psychological recognition compressive from their peers, to act as a hard-working role.

Additionally, in Scenario 4 and Scenario 5, after adding the mechanism of elimination of the last place and gradient target, people seem more willing to fight or contribute to the "cause". These phenomena are related to the theory of the famous business philosopher Charlie Munger [20]. By referring to one of Skinner's operant conditioning experiments, Munger mentioned about a psychological tendency in the psychology of miscarriage of justice, which is the mechanism of punishment and reward [21]. When a behavior will be punished, people will try to avoid it; and when a behavior will be rewarded more than equally, people will tend to do more of it. The result of the experiment also shows that people are not born with the will of absolute good as Kant's absolute moralism thinks [22]. In modern society, young people seem to be better at calculating their own gains and losses in the face of good and evil, rather than putting goodwill first.

In other words, a calculation method that can get the most accurate investment strategy requires conducting a sand-table simulation of all the data collected in the experiment. The most intuitive way to gain a maximum profit strategy in reality is to average the number of tokens selected by all participants in each scenario after careful consideration: 4.3 in Scenario 1, 6.1 in Scenario 2, 6.1 in Scenario 3, 7.2 in Scenario 4 and 7.2 in Scenario 5 (see Figure 10 above).

The average is the profit-balance-point, and any "effort" investment higher than that will be shared by others, which is a loss of value.

There is no doubt that the investment strategy of profit maximization is to choose 0 in all five scenarios and then enjoy the profit of others. However, if everyone practices this exquisite and extreme egoism, any cooperation project will fail. Even personal reputation or some potential success in the future will be lost in such self-interested behaviors. The whole society will also become more and more indifferent and lack trust.

5. Limitations

The design of this experiment has certain limitations. Among them, the design of the whole questionnaire is guided by the experimental designer. When setting these conditions, the designer had a rough expectation of the results of the experiment, so the expression of the question might be inevitably provocative, leading to the subject's preconceived perceptions. In addition, the questionnaire is distributed through an open social platform, and the collected data is not completely controllable. The subject group is limited by the social platform threshold, which may not necessarily represent the entire Generation Z. At the same time, from these data, there are also a few participants who do not take the answers given seriously, resulting in a certain impact on the accuracy of the data. However, the experiment also yielded some unexpected results, which pointed out the direction for further study and research.

6. Conclusion

By setting the data analysis according to five different scenarios, the conclusions could be drawn that it is difficult to constrain or motivate every employee in the workplace completely according to their work ethics or post ethics. Appropriate regulatory or incentive policies may bring more benefits to enterprises. When decision-makers are willing to sacrifice part of their benefits as realizable benefits to motivate employees, they tend to bring greater benefits to most collectives.

In addition, in the behaviour of Generation Z, some seemingly altruistic behavior need to be driven in a way related to personal interests. Their values and social outlook are quite different from those of people born before the 1990s. Enterprise or workplace managers need to find rules and make appropriate supervision or guidance.

From the comparison of specific data classification, it is notable that people do not always trust others, and women are more suspicious of partners than men. Therefore, creating an open and fair

cooperation environment may play a positive role in promoting the work enthusiasm of Generation Z employees.

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