

Title	Increase employees' group cohesiveness through charitable CSR activities
Sub Title	
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Publisher	慶應義塾大学大学院メディアデザイン研究科
Publication year	2020
Jtitle	
JaLC DOI	
Abstract	
Notes	修士学位論文. 2020年度メディアデザイン学 第817号
Genre	Thesis or Dissertation
URL	<a href="https://koara.lib.keio.ac.jp/xoonips/modules/xoonips/detail.php?koara_id=KO40001001-00002020-0817">https://koara.lib.keio.ac.jp/xoonips/modules/xoonips/detail.php?koara_id=KO40001001-00002020-0817</a>

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Master's Thesis  
Academic Year 2020

Increase Employees' Group Cohesiveness through  
Charitable CSR Activities



Keio University  
Graduate School of Media Design

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A Master's Thesis  
submitted to Keio University Graduate School of Media Design  
in partial fulfillment of the requirements for the degree of  
Master of Media Design

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Abstract of Master's Thesis of Academic Year 2020

## Increase Employees' Group Cohesiveness through Charitable CSR Activities

Category: Action Research

### Summary

Nowadays, more and more companies in Taiwan started to regard cohesion as one of the main factors in their company cultures due to the positive correlation between cohesion and employee performance. To build up a strong team with cohesion, most of the companies began to offer training sessions or lectures to employees. However, these courses could hardly change the inner thoughts of a person, and ended up with little effect. In this research, topics related to how to increase employees' company cohesion has been discussed. This research proposed a program to use charity related Corporate Social Responsibility (CSR) events to enhance group cohesion, through encouraging employees to participate and to organize company's CSR events. The employees' cohesiveness were expected to be developed in four ways: (1) encouraging employees joining different charitable CSR events; (2) by organizing and preparing the events together as teams; (3) by attending the events; and, (4) sharing their happiness and memories to others who did not participate. From August 2019 to February 2020, two charitable CSR events, namely a summer camp and a hospital event for Christmas, and two sharing sessions were held. Based on observations, questionnaires, and interviews, it was shown that the involvement in organizing and participating company's charitable CSR event increased employees' awareness of company cohesion.

### Keywords:

Group Cohesion, Corporate Social Responsibility, Team Building, Charitable CSR

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# Acknowledgements

*Great thanks to all of you in my life...*

It has been a long journey. I would not be able to accomplish this journey without supports from you all.

First and foremost, I would like to express my greatest respect and gratitude to my supervisor, Professor Keiko Okawa. Her endless support, helpful advice and encouragement has guided me through the right direction during my two years in KMD and with this research.

I would like to also express my gratitude to my sub supervisor, Senior Assistant Professor Chihiro Sato, who always gave me useful suggestions and comments that inspired me during this research. I am also really grateful to Professor Akira Kato and Senior Assistant Professor Marcos Sadao Maekawa for all the advice and supports.

Many thanks to Global Education 2018 Fall batch pals: Bessy, Elva, Hera, Moe, Sam, Sena and Sheena. I am so fortunate to have you all as my friends and companions to encourage each other, work and laugh together in my KMD life.

Appreciation for all participants and helpers from Machvision. Without your participation, support and sharing, I could not accomplish this research. Thanks to Alice, Evoun, Jasmine, Jasper, Jerry, Kerrie, Panther, Ryan and Tina. I would especially thank Cyndie, who was always supportive and helped me to solve all my difficulties anytime.

Also, thanks to all the members from Global Education project family, including graduated senpais, for the feedback, encouragement and help you gave me whenever I needed.

## Acknowledgements

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Thanks to all my friends for the support and companion through this journey, especially Haru, for helping me with the proofreading during my thesis writing. Thanks to the people who are not listed but had cared and helped me before and during the two year of my KMD life.

Meanwhile, I would also like to express my sincere gratitude to the most important people in my life, my dear father and mother. Without your unconditional love, unfailing support, heartwarming encouragement and valuable advice, this achievement would not be possible.

Among all, I would like to thank GOD for being my strength and guide in my life. I could not come this far, without his countless blessings.

# Chapter 1

## Introduction

### 1.1. Background

Employees are the foundation of a company. The World Bank stated that there were around 3.46 billion labors worldwide in 2019. [1] In Taiwan, with the total residents of 23.6 million, the number of people employed was approximately 11.5 million. [2] Despite that almost half of the populations, both worldwide and in Taiwan, were employed, data displayed that many of them were not fully engaged in their work. A market research by Gallup in 2013 showed that, only 13% of the employees worldwide were really devoted to their work and do more than their duty job. The situation in Taiwan was even worse, only 9% of the employees were really devoted to their jobs. [3] Another survey done by Gallup in 2016 showed that more than 70% of the workers do not like their current job. [4] The situation was the same in Taiwan or even worse.

Lack of corporate cohesion may be one of the reasons why employees do not have enough company identity. Many employees see their job as an obligation, or things they are ordered to do, rather than what they like to do. There are many people that only work for their wage, and seldom think of how to get the sense of belonging and honor through their daily routines. The CEO of Cite Media Holding Group, Mr. Ho Fei-Peng, once said that, It is OK for you to not like your company, but if you did not devote yourself to your job and got bad performance at work because of this reason, your company therefore will be unable to give bonus or even your wage to you, isn't it a vicious circle? If employees could see the company as their own, fully focus on their jobs and felt happiness as well as the sense of accomplishment by their daily routines, the total

performance of the company will raise. Employees with great performance are the best profit of a company. [5] In fact, more and more corporates in Taiwan started to regard cohesion as one of the main factors in their company cultures, since researches showed that there is a positive relationship between corporate cohesion and employee performance. [6] [7]

To build up a strong team with cohesion, most of the companies began to offer training lessons, lectures and even camps to employees. Some corporates organized these programs by themselves, while the others would ask specialized companies or organizations to design exclusive courses for them. These programs included all kinds of activities from speeches to sports, and were usually operated with a seasonally or yearly routine. The human resource or the administration department were usually in charge of preparing these courses for employees. With the limit of time and budget, to find the most efficient and effective way to increase employees' awareness of cohesion might be something that companies would like to discover. In order to solve these challenges, the managers of the company, the human resource department and the other stakeholders should collaborate on the tasks together and come up with a win-win situation for the company and the employees, so as to enhance unity, to stand out among other companies in the market, and to gain more profit consequently.

## 1.2. Research Problem

Despite many corporates have seen company cohesion as something they want to improve and started to conduct all the above-mentioned actions, a lot of the cohesion programs ended up with little effect. While a number of employees responded that they did find out company cohesion is very important for teamwork, and they gained new knowledge from these cohesion programs, other people simply felt that these lectures and activities were just like slogans, and they didn't really know how to apply what they have learned to their daily jobs. Few weeks after the programs, everything went back to normal as if nothing has happened, since employees do not have time to apply the new knowledge in their practical experiences. Moreover, these programs did not really change the inner thoughts of a person.

To deal with the problem of ineffectiveness, a new program that included cohesion training and charitable CSR events was proposed. Meanwhile, a support community involving all stakeholders was needed to ensure the execution of this program. The objective of this research was to find how to use charitable CSR events to increase employees' awareness of company cohesion. By working with Machvision, a company in Taiwan, it was expected that this program would also make changes to employees' impression on company, their work attitude, as well as the company's work atmosphere. There were two research questions that would be answered in this research: (1) "Can participating and organizing charity related CSR events increase employees' cohesion?"; (2) "What are the important factors that enhance employees' cohesiveness through their engagement in charitable CSR events?"

## **1.3. Introducing the field**

### **1.3.1 Working Environment in Taiwan**

Taiwan is an island located in the East Asia, neighboring by China, Japan and the Philippines. The total working population in Taiwan is around 11.5 million, with an unemployment rate of 3.71%. [8] The major types of Taiwan's enterprises are small and medium enterprises (SME). In 2018, there were more than 146 million SMEs in Taiwan, which was 97.64% of all companies and involved 78% of the total employed population. [9] Service and industry are the two main sectors in Taiwan's industrial structure. In 1973, when the second energy crisis broke out, Taiwan's industry transformed from OEM to R&D and built the first science park in Hsinchu in 1979. Hsinchu Science Park has been called as Taiwan's Silicon Valley. There are more than 520 corporates and 15,000 workers working in this science park, mainly composed by companies specialized in the semiconductor industry, the computer industry, the communication industry and the optoelectronic industry. [10]

### 1.3.2 Machvision

This research targeted the company named Machvision, which was founded in Hsinchu science park in 1998. Machvision is a listed company and has been classified as a SME with 256 Taiwanese employees and 15 foreign employees. Regarding education background, 53 of the employees have a bachelor degree and 35% own a master degree. As an optoelectronic enterprise, Machvision is an AOI design house and manufacturer. R&D is the largest department in the company, which has 33% of the total employees, followed up by the manufacturing department (22%), the service department (15%), and the administration department (13%). [11](Figure 1.1) The male and female ratio in this company is 210:61, and the average age of employees is 35.82 years. There are 105 employees that are in the age range of 20 30th, followed up by 85 employees in their 30 40th.(Figure 1.2) Over 200 employees majored in professions related to science and engineering, and about 50 employees studied in commerce related disciplines during college.

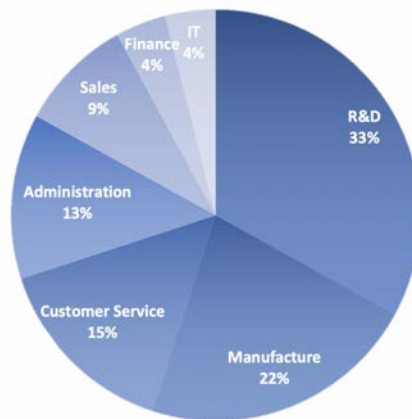


Figure 1.1 Department percentage in Machvision



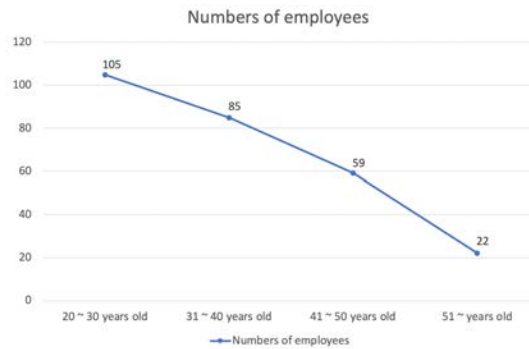


Figure 1.2 Age distribute in Machvision

Forbes Asia’s 200 Best under A Billion, The National Quality Award and The Taiwan Mittelstand Award were some of the awards Machvision achieved in recent years. Since Machvision has already been a company with stable performance in its industry, how to be more outstanding is what they are concerning now. Machvision has been chosen as the research object for 3 reasons. First of all, it belonged to one of the representative industries in Taiwan and had an outstanding performance. The company has already met the basic needs of its employees, since the CEO of TSMC, Mr. Morris Chang, said before, “a company needs to fulfill the basic needs of its employees first then start to think of company cohesion.” [12] Second, to be classified as a SME, the major corporation type in Taiwan, the decision-making and execution are easier than big enterprises. Last but not the least, Machvision has already tried many ways to enhance employees’ company cohesion, so that the employees already had a basic knowledge of what is cohesion. Moreover, the managers took improving their labor relations as very high priority. Therefore, they were still searching for a more effective way to pursue excellence both in increasing company cohesion and employee performance.

## 1.4. Contribution

As mentioned above, company cohesion has been considered as a goal of many companies in order to make both the employees and the company more remarkable in the industry. This research program was featured by some distinctive characteristic. First of all, it helped employees to experience how to form up a

team and interact with their teammates in order to cultivate the ability of teamwork. Second, it involved practical learning of corporate cohesion by organizing and participating in CSR related events. Third, the implementation of CSR not only benefit the external perception but also the internal perception. Finally, it was important to share with others about their happiness and what they have learned in this program to others who did not attend the events.

## 1.5. Thesis structure

The thesis was divided into 6 chapters as follow:

CHAPTER 1: The introductory chapter which explained the background, research question, field of study and contribution.

CHAPTER 2: This chapter presented the literature review and related works in five areas: (1) Corporate ethics (2) Teamwork and cooperation (3) Group cohesiveness (4) Employee training and examples (5) CSR and charitable CSR events that has been done by corporations.

CHAPTER 3: The design process of the action plan. The stakeholders, the components and the evaluation methods were also mentioned.

CHAPTER 4: The actions that has been done, with overview, results, discussions and further improvements of each actions.

CHAPTER 5: Analysis of the results of the questionnaires and the interviews. A follow-up discussion was also included.

CHAPTER 6: The conclusion of the research and what can be improved or explored in the future.

# Chapter 2

## Literature Review

This chapter mainly included the studies and existing works that were relevant to company's employee training and CSR events. This section included related literature and actions that have been done in five parts: (1) Corporate ethics (2) Teamwork and cooperation (3) Group Cohesiveness (4) Employee training and examples (5) CSR events.

The first part explained which research domain this research belongs to and what is internal ethics. The second part introduced the relationship between: teamwork and commitment. The third part discussed the meaning of group cohesion as well as the how to increase employees' cohesion. The fourth part clarified the importance of employee training and examples of cohesion related employee training. The final part displayed researches related to charitable CSRs and also real cases of voluntary CSR events in corporations.

### 2.1. Corporate Ethics

Corporate ethics can also be called as business ethics, which contains many different kinds of self-disciplines in business, from political philosophy, economics, psychology, to compliance with public policies. [13] Previous researches mentioned that corporate ethics could be interpreted as employees' perception of their corporate's ethical practice. [14]

Corporate ethics could be divided into two categories, external ethics and internal ethics. External ethics are related to a company's ethical behavior toward external stakeholders. On the other hand, internal ethics focus more on employ-

ees' ethical actions in their daily tasks. [14] Teamwork and cooperation are the two dimensions under internal ethics. [15] Corporate ethics are regarded as important because previous researches have come up with the conclusion that there are relevance between employees' perception of business ethics and job satisfaction as well as organizational commitment [16], which were two important points in this research.

## **2.2. Teamwork and cooperation**

### **2.2.1 Team Building**

Nowadays, many projects, activities and tasks are being organized and managed by teams, which are groups of people pursuing the same goal. [17] Company could be seen as one big team or a team formed up by many small teams. James W. mentioned that many corporates started to form up work teams in order to increase productivity and workers' flexibility. A number of advantages, such like better quality of work, increased individual performance and reduction in employee turnover are also benefits of working as teams in enterprises. [18]

High performance team could lead a company to success. However, having a high-functioning team is not a coincidence. Teammates need to trust one another and share great sense of team identity with high level of participation and collaboration, which means with great commitment. [17] Researches showed that advantages associated with teams have positive influence on teammates' commitment to the team as well as the company. [18] Moreover, as David M. Spatz mentioned, to build up an extraordinary performance team, the first step is the commitment to teamwork. [19]

### **2.2.2 Commitment**

The term "commitment" has been used to specify the varied phenomenon of social actors' willingness to be involved in and be loyalty to the social system. [20] According to the research done by Porter et al., there were at least three main components of commitments in corporations: (1) a strong belief and acceptance to

the goal and value of their company; (2) willingness to maintain the membership of the company; (3) would make great efforts to the company. [21] Some researches also mentioned that company commitment depends on how much employees are involved and emotionally attached to the company. [22]

Evidences showed that group commitment can indirectly affect job performance, and this is why increasing commitment in companies is very important. [23] Corporates would like to have highly committed employees that not only played the citizenship in the company, but also go over and beyond of their daily duties. [24] When employees start to think about what they could do more to their company rather than just finishing routine works, the company will improve and grow in a faster path. How committed each employee is to the company would make a difference to the enterprise's group cohesion. [25]

### **2.3. Group Cohesiveness**

Increasing group cohesiveness is the final goal of many companies. As a psychological concept, group cohesiveness does not only refer to how much the employees are attracted to the group, but also imply the level of group members' liking for each other. [26] In other words, the difference between commitment and cohesiveness is that cohesiveness even focused on the relationship between each member not just the group itself. Thus, in a team, only the group of people who have commitment could reach the goal of having group cohesion. (Figure 2.1) Employees with cohesiveness would like to remain a part of the group and actively contribute to the team. On the basis of empirical research, groups that show higher commitment would have higher performance than groups that have lower perceived cohesion. [22] Having a cohesiveness group benefits the organization and also helps its members to reach their personal goals. [27]

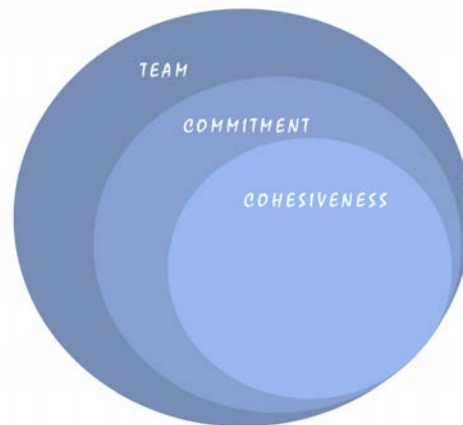


Figure 2.1 Team building, commitment and cohesion relationship

Several reviews have showed the positive relationship between company cohesion and employee performance. [7] In order to have employees with cohesion, the Forbes magazine and the Entrepreneur Magazine Asia both suggested to let employees participate in voluntary events together. These events would build the trust between group members faster as well as improve morale and galvanize the team, because people will feel the gratitude and positivity when they contribute to others. [28] [29] With all the advantages mentioned above, a team with cohesiveness would have good relationship and have outstanding performance in their work.

## 2.4. Employee training and examples

### 2.4.1 Employee Training

As we live in a fast-paced world, companies need to keep up with the changes to survive in the market. Corporates have to find effective ways to create sustainable competitive advantages in order to go through all the challenging situations, and employee training is one of the solutions. There are a variety of employee trainings, but all of these refer to teaching employees new skills and providing new information to employees so as to make professional developments and benefit the company at last. Some corporates view training as a formal process that every employee must attend, while others won't force their employees to sign in.

The programs come in different categories, from enhancing skills to promote new policies. [30]

There are evidences showing that employee training could lead to the increase of employees' company commitment and make them more productive at work. [31] [32] Instead of just giving out new information, a good training is to let employees learn by doing. However, many enterprises consider more about how to limit the cost and it turns out that these training sessions are less effective than expected. Besides, a lot of training programs emphasize on how to change employee's behavior to benefit the corporation. Although these kinds of training have a very clear goal of teaching a specific skill or knowledge, the behavior change will only be temporary, since employees did not learn from doing and change their inner thoughts. [31]

### **2.4.2 Examples of cohesion related employee training**

This section listed up some cohesion related training methods that have been commonly used in many corporations.

#### **Lectures and activities held in companies**

This is the easiest way to hold a cohesion training session. Some companies will ask their human resource department to organize these kinds of lessons. Lectures might be given by the managers in the company or some famous specialists, who would share their experience through the lectures. Other corporations would ask consulting companies to set up a series of classes, from lectures to activities for their employees. Since these lessons are held in the company, it is easier for employees to attend. Usually, the lessons only last for up to two hours. Though the lessons seem to be well designed, some participants replied that the lessons are not very effective, because without practice, they will easily forget the contents they have learned.

#### **Lectures held by other organizations**

Planned by some famous organizations, such like Industrial Association and

Dale Carnegie in Taiwan, this kind of lessons are generally more organized and complete. The total duration of the lessons are usually more than 4 hours and will be followed up with comprehensive trainings like how to form up a team or how to be a leader. Some organizations will even set up a weekly or seasonal curriculum, so people need to participate regularly. Although participants could get a good knowledge of cohesion through the lessons, a lot of them mentioned that they did not have enough time to join all the courses and it was also quite time-consuming to come to the lecture place. Also, from the perspective of a company, it is difficult to get every employee to sign up for the lessons.

### **Camp activities**

Many companies would choose this kind of training to increase employees' cohesion. The camps will be held outside of the company, mainly in some campsites or community centers. All employees could participate in it as an extracurricular activity in weekends. The activities are very interesting, various from working as a team to build a raft to RPG games. Employees will learn through games and experience teamwork, trust and communication by all the activities. Yet, although these activities are fascinating, game and work are still two different things. Some participants shared the opinion that they learned a lot from the cohesion camp, but it is hard for them to put what they learned by games into practice.

## **2.5. CSR events**

As stated by Bowson, H., corporates are the center of power and decision making, all the decisions and actions made by the enterprise are closely related to the life of our society. Therefore, the company's social responsibility is defined as "to pursue and satisfy all activities that meet the values and goals to the society." [33] There are many different kinds of CSR actions. Basically, they could be divided into two categories, reaction corporate social responsibility and strategic corporate social responsibility. The strategic CSR actions will contribute more than the minimum requirements of CSR and make our society better. CSR actions not only benefits our community, but also increase the employees' company identity. [34]



This section examined literatures related to charitable CSR in corporations and voluntary events in corporates. It was followed up by some examples of voluntary events that have been conducted by corporations.

### **2.5.1 Charitable CSR in corporations**

Companies will do all kinds of CSR actions to make the society better, and charitable CSR actions are very popular among corporates. This kind of CSR actions need to respond to the needs of the society. Since enterprises make profits from our community, they need to act as responsible citizens as well. Therefore, environment and society are two common topics for charitable CSR actions. Donations of money and supplies are the basic level of CSR actions. To reach the next level, environmental protections, such like water and energy saving, green footprints, carbon and waste reduction as well as beach cleaning, should be conducted, so as to meet the SDG goals to change our society. [35]

Corporates doing charitable CSR actions are not trying to take away jobs from social workers. As Michael Eugene Porter said before, “When engaged in social participation, the value of enterprises is that they could take advantage of their strength and extend their profession to our society.” Just like what Mr. Chen, Wenliang the director of Cardinal Tien Cultural Foundation, once said, the amount of donation is not very important, the key is how companies use their resources and unique capacities to create benefits and impacts to make a difference in the community. [36]

### **2.5.2 Examples of CSR voluntary events in corporations**

The following are some examples of how some companies organize and run CSR voluntary events.

#### **AAEON Foundation Dream Trip**

Founded by AAEON in 1999, AAEON Foundation is mainly responsible for the company’s CSR actions. The foundation is devoted to deliver new ways of music, art and technology education to elementary schools in rural areas. The

actions include sending picture books and art pieces to schools, giving lectures to teachers about how to use new technologies to teach, and sending specialists to schools to teach and interact with students. At the end of each series, they will provide a dream trip for students to visit museums, companies and famous tourist sites to put what they have learned into practice. All the actions are organized by the foundation, and they will ask for volunteers from the employees of AAEON. Employees could participate in the dream trip to support and help the students to broaden their horizon through the journey. [37] (Figure 2.2) <sup>1</sup>



Figure 2.2 AAEON dream trip

### **DBS Bank Taiwan homeless yearly gathering**

DBS Bank Taiwan is focused on issues related to urban poverty, homelessness and food leftover. It provided funds to a charity organization called “Do you a flavor” to organize yearly gathering for the homeless. Besides, “Do you a flavor” organization also collaborated with a Youtube channel, NSFWstudio, to prepare for the gathering in 2019. The organization organized the whole event, while DBS Bank Taiwan encouraged its employees to participate. Employees in DBS Taiwan helped to collect foods and gifts for the event. DBS Bank Taiwan also used its online platform to promote the event. On the event days, 40 volunteers from DBS Bank Taiwan helped to prepare foods, set up the booths and give out gifts to the

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1 AAEON Foundation <http://fund.aaeon.com.tw/edcontent.php?lang=tw&tb=19&cid=202>

homeless. [38] (Figure 2.3)<sup>2</sup>



Figure 2.3 DBS Bank Taiwan CSR action

### **Ding Tai Fung sent school bus and delicious foods to elementary schools in Jianshi**

Ding Tai Fung is one of the most representative restaurants in Taiwan. The chairman of Ding Tai Fung, Mr. Yang Chihua, occasionally found that the transportation in Jianshi is extremely inconvenient. Therefore, Mr. Yang and his employees sent a bus to Jianshi to replace the old one, so as to make it safer and more convenient for the elderly to go to hospital and the children to go to school. Mr. Yang personally participated in this action and led 50 employees and chefs to Jianshi. After the bus gifting ceremony, they prepared 800 Ding Tai Fung's signature dishes for the local students and teachers, who rarely had the chance to visit the cities and enjoy Ding Tai Fung. [39](Figure 2.4)<sup>3</sup>

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2 *DBS Bank Taiwan CSR action* <https://csr.cw.com.tw/article/41328>

3 *Ding Tai Fung in Jianshi* <https://video.udn.com/news/992770>



Figure 2.4 Ding Tai Fung in Jianshi

## 2.6. Summary

After researching through the five topics of literature: corporate ethics, teamwork and cooperation, group cohesiveness, employee training, and CSR events, it could be said that charitable CSR actions and voluntary have the potential to increase employees' group cohesiveness.

Nowadays, the market is getting more and more competitive. Corporates need to find out new ways to stand out from their competitors. To be outstanding does not only mean to maximize profits, but also to benefit and progress with all stakeholders including the employees. Companies should provide chances for employees to refine their skills and attitude, such like team spirit, commitment and cohesion. However, many enterprises are still struggling to find the best way to enhance company cohesion. To let employees understand what cohesion is, one way is to let them experience cohesion in person. The program should guide them to form up teams and experience cohesiveness by getting involved in the team.

A number of cohesion training and charitable CSR actions were discussed in this chapter. The most common way of cohesion training is to give lectures to employees, yet it is not very effective. Besides, most CSR actions only concerns about the society and what will the company get. Seldom do corporates discuss what will their employees gain from the actions.

To overcome the ineffectiveness and insufficiency, cohesion training combined

with charitable CSR actions is considered as a potential solution. Getting all employees involved in organizing charitable CSR events could provide a chance to employees to work as teams and to overcome obstacles together, and consequently, could improve group cohesion. Moreover, employees could step out from their comfort zone and have an opportunity to communicate better with their colleagues.

## Chapter 3

# Research Design

This research aimed to answer two questions: (1) “Can participating and organizing charity related CSR events increase employees’ cohesion?”; (2) “What are the important factors that enhance employees’ cohesiveness through their engagement in charitable CSR events?”

This chapter first explained the concept of letting employees participate and organize CSR events. The relationship between each stakeholder was discussed as well. There were many different components related to this topic, however, this research was mainly focused on how to encourage employees to participate in CSR events and experience team cohesion by organizing the events as teams. Yet, there could be some obstacles, so how to design the environment was considered as a priority. To reach the goal, the program has been designed into four stages: initial stage, preparing stage, event day and sharing stage.

To find the answer to the above questions, 3 actions were organized and revised by the four steps of action research, which were planning, conducting, observing and reflecting. Moreover, assessments were done after every action. The evaluation results would be the basis for the improvement of future action.

This chapter also proposed the details of this program, including the concept, the stakeholders, the environment, the components, the design of the program, the assessments and the action plan.

### 3.1. Concept

This program aimed to increase employees' corporate cohesion by stimulate every employee to participate and to organize charitable CSR events. While promoting and implementing this program, some difficulties were expected. By solving all the tasks together, employees would get motivated and more willing to participate. Through joining the preparing team and participating in the event's preparation, employees' inner thought would start to change. Employees' awareness of company cohesion was expected to be improved in five major ways: first, knowing their colleagues better and improve the communication between each other; second, experiencing care and help from their teammates; third, being more gratitude to what they have got in life; fourth, willing to share their experience to others; last, understanding their company's policies and goals much better. (Figure 3.1)



Figure 3.1 Concept Flow

#### 3.1.1 Stakeholders

In this research, there were four main stakeholders to round this program, which were as follows:(Figure 3.2)

##### General Manager

The general manager would decide the yearly CSR events and the goals of each actions. Then, he would give orders to the administration department to implement the actions. The general manager should be the leader in the group cohesion building process, and motivate employees while they were engaged in this program.

### Administration Department

The administration department would be in charge of launching the charitable CSR events. When they got the order from the general manager, they should check the availability and willingness of every employee, and find the suitable collaborating organization. After that, they would ask employees to join and make sure every stage went well. The administration department should be a supporter of this program, ensuring this program round smoothly.

### Employees

This research was focused on how to increase the corporate cohesion of employees. Although most of the employees knew that cohesion was very important, yet they did not have the chance to experience it.

### Collaborating Organizations

The company would collaborate with organizations for charitable CSR actions. The organizations would tell the company about their needs and give them the opportunity to help. In most cases, the organizations should also participate in the preparing stage and join in the event day.

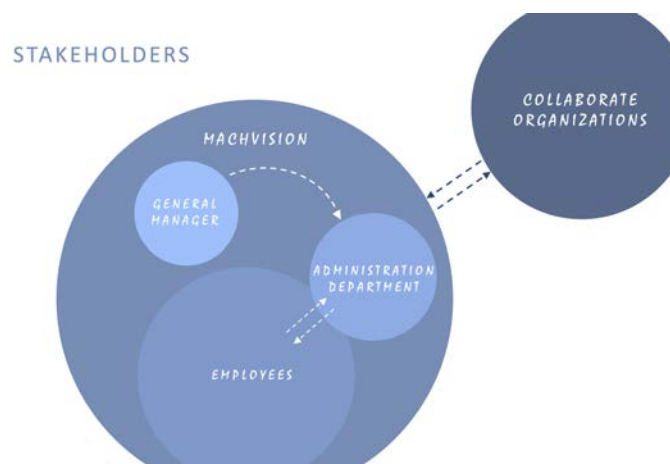


Figure 3.2 Stakeholders



## **3.2. Components**

There were three components in this program: (1) charitable CSR events, (2) employees' participation and (3) events organizing. Employees were the key stakeholder, while other stakeholders should support them to accomplish this program.

### **3.2.1 Charitable CSR events**

There were a variety of CSRs that have been done by companies to make our society better. Yet, most of the corporates were only concerned about the external perception and the company's profit. Seldom could actions change the inner thoughts of the participants. In this research, charity related CSR events were selected as the component of the program. By participating in charity related CSR actions, participants could have a chance to interact with people who need help. By chatting and helping them, participants would be emotionally moved and feel that they were needed by others. Also, they were expected to be grateful of what they have already gotten in life and would not take everything for granted. Consequently, they could be more gratitude and positive every day.

### **3.2.2 Employees participation**

Corporates usually collaborate with NGOs or other organizations to organize these charity related CSR actions. The most common way of supporting these events is to donate money or goods to the organizations, which is what most companies have been doing. The organizations are the one who actually conduct the action. Meanwhile, the administration department is the only one involved in the CSR activities. To let the internal part of the company also gain from CSR actions, encouraging employees to participate in CSR events could be a solution.

In this research, all employees were expected to participate at least one charitable CSR event per year, even if they were busy or not interested. Thus, some new policies were proposed to minimize the obstacles.

### 3.2.3 Event Organizing

Employees should not only participate on the event day but also help to organize and to prepare the event. By organizing the event, employees were expected to experience teamwork, trust, leadership, and enhance their communication skills in the preparing team. During the preparation period, unexpected incidents might happen, the preparing team needed to solve the tasks together. Besides, when participants devote themselves in the event, they would feel to be part of the action and have deeper impression. The administration department should support to run the events smoothly.

## 3.3. Environment design

Before starting the program, there were already some tasks to be solved first, such like: (1) Employees had no motivation to attend the events; (2) Employees were not familiar with their colleagues; (3) Only the administration department decided everything; (4) Employees didn't have time for meeting and preparation; (5) The state of being touched didn't last long.

First of all, during the initial stage, the company would face the problem that employees have no motivation to participate in these charity related CSR events due to various reasons. The most common ones are not interested in the event, or having little understanding of what the event is for. To solve these problems, in the beginning of each year, the company should give out a yearly event wish list for employees to pick what they are interested to attend. Besides, descriptions and targets of the event should also be shown on the yearly event list for employees to have a deeper understanding of the purpose of the events.

Secondly, many employees were only familiar with colleagues from their own department, so it was hard for preparing group leaders to find members at the initial stage. The company came up with a solution that each preparing profession group should be formed up by employees from diverse departments. Furthermore, group leaders as well as members are from entrees to managers, so entrees should also have a chance to be decision makers.

Thirdly, some employees might be concerned that the administration department would decide everything for the event as usual, and they would only be participants who follow all the decisions. To avoid this misunderstanding, employees should be allowed to choose at least one event that they would like to join according to the yearly event wish list by themselves. They should also be encouraged to participate in all the preparation meetings and decide the details together, such like goals and theme.

Fourthly, one of the biggest obstacles of letting employees organizing and participating in CSR events is that they don't have time for meetings and preparation. The company came up with a new policy to solve this problem, which was an official weekly meeting time to prepare for the events. Managers of each department should not discourage their employees to join the meetings or do preparation work during the official weekly meeting time. Moreover, only group leaders need to attend all the weekly meetings. Members could get updates from their leaders in their group Line chat.

Lastly, the state of being touched usually did not last long. Employees forgot what they have experienced when they get back to their daily routines. Yet, by organizing the event, employees would feel to be part of the team and have a stronger connection with the event. Also, the media group will post photos and videos of the event on the company's Facebook page for employees to share with their family and friends as well as their colleagues who did not join in.

## **3.4. Program design**

### **3.4.1 Initial stage**

The initial stage is the beginning of the program. The general manager and the administration department will set the mission and vision of the event and appoint the coordinator. Next, the administration department will support the coordinator to form up the preparing team according to the yearly event wish list. The team should include members from all the departments in the company. Participants will have the chance to experience team building in this stage.

### **3.4.2 Preparing stage**

The preparing team will be divided into several small groups with different professions. The coordinator will then invite some colleagues to be the leaders of each group. The schedule of the official weekly meeting will be decided before the preparation starts. All members could join the meeting and share their opinions and advice to everyone. The preparing team needs to organize and to prepare the event from the very beginning so they will be able to execute the entire event. Teamwork, communication and trust are the main experiencing point in this stage.

### **3.4.3 Event day**

Each event will have an actual event day. All employees in the company are welcome to participate in the event, no matter they are in the preparing team or not. The media group will upload photos and event status on the company's social media. Review meetings will be held after each event day to correct the mistakes and find solution to unexpected incidents. Besides, interaction with the target users is also important. Employees are expected to feel emotionally moved by helping people in need.

### **3.4.4 Sharing stage**

The sharing session is to spread out the happiness and the positive attitude to employees who did not attend the event. Participants will first share their experience at the event to everyone. Then, the general manager would talk more about the purpose of holding these kind of charity related CSR events. The goal of this session is to let every employee have a better understanding of the company's new policy and also see the change of their colleagues who participated in the event. Moreover, it is expected that the stories of the participants could encourage more employees to join in the next event.

## **3.5. Program assessment**

### **3.5.1 Evaluation method**

Qualitative and quantitative methods are used to evaluate the program and the effect to the company. For qualitative method, observations over each action cycle were implemented to see the participants' behavior during the program as well as after the events. Additionally, interviews to participants, including coordinators, members, group leaders and managers, were conducted after action 1, 2 and 3. The interviews were mainly aimed to discuss the interviewees' opinion, feeling, reaction to the event and also the participants' changes of behavior before and after the program. Besides, the participants' awareness of cohesion is also a main point of the interviews.

Another evaluation method is the quantitative survey and questionnaire with participants. Surveys were sent out after action 1 and 3 with a final questionnaire to all participants after the whole action cycles. The purpose of these surveys and questionnaire is to get responses and opinions from the participants about the program.

### **3.5.2 Evaluation topic**

The topics for observation are based on the four stages. 7 cohesion dimensions, the major elements for cohesion, and the changes in the company are the focuses of the final questionnaire.

#### **4 stages**

The action has been divided into four stages: initial stage, preparing stage, event day and sharing stage. Observations will be done to record the situation of each stage. The participants' engagement, motivation and reaction will also be observed as the focal point.

#### **7 cohesion dimensions**

The 7 cohesion dimensions are: communication, conflict, trust, teamwork, lead-

ership, effectiveness and learning. The final questionnaire's questions are designed according to these elements. Respondents will fill out the questionnaire based on their experience of the 7 dimensions in the actions. This topic will be discussed to measure the changes in group cohesion.

### changes in the company

This topic will be considered in the final questionnaire. The employees' behavior as well as the company will have some changes after the actions. Employees are expected to have changes on their work attitude and impression of company, and to be more supportive to the company's goal. Besides, with the changes of the employees, the company's atmosphere should be more positive and pleasant after the program if the cohesion of the group increased.

## 3.6. Action plan

From June 2019 to February 2020, two charity related CSR events with two sharing sessions were organized by the employees in Machvision to experience the increase of company cohesion. Below is the time flow and the summary of the whole program in this study. The details, results and evaluations of the action cycles will be mentioned later in Chapter 4.(Figure 3.3)

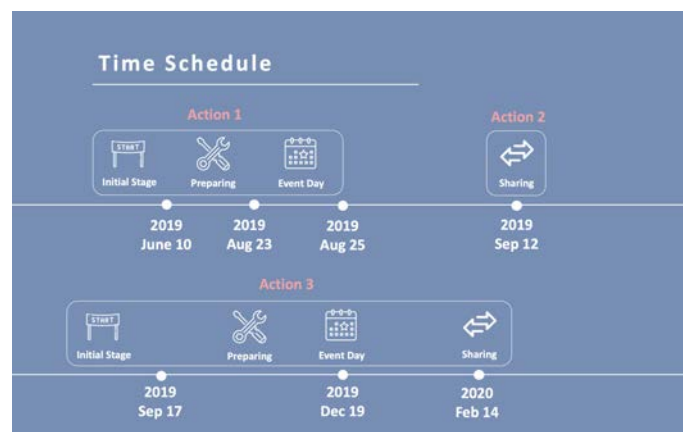


Figure 3.3 Action time schedules

# Chapter 4

## Actions

According to the action plan mentioned in chapter 3, this chapter was mainly focused on the details of each action. The concept and components listed in chapter 3 would be tested in this chapter. The three actions done in Machvision from August 2019 to February 2020 by the four steps, plan, do, observe and reflect, of action research. Each action will be discussed and followed up by a further improvement plan for the next action. In short, this chapter showed the overview, results and modifications of the actions. The final assessment would be described in the next chapter.

### 4.1. Action 1: Summer Camp

#### 4.1.1 Overview

The first action, which is a three days summer camp for students from the Truth Church, started to prepare from June 10, 2019 till August 23, 2019 located in Hsinchu, Taiwan. The action was associated by House of dream organization. This is the concept testing section for the program, focusing on the initial stage, the preparing stage and the event day. 48 employees in Machvision has participated in this action. (Table 4.1)

Table 4.1 Action 1: Summer Camp

Program	Purpose	Date	Stage	Venue
Proposal 1	Concept Testing	6/10/2019 to 8/22/2019	Preparing Stage	In the company
		8/23/2019 to 8/25/2019	Event Day	In the company and the Uni-Resort

### 4.1.2 Program

The first proposal of this program was formed up by three stages: (1) Initial stage (2) Preparing stage (3) The event day.(Figure 4.1) The duration of each stage was different. The employees who chose to participate in this action were expected to join at least two stages and two days of the actual event. The preparation time of this action started from June 10th, 2019 until August 23rd, 2019, with the event days on August 23rd till 25th, 2019.



Figure 4.1 Proposal 1

#### Initial stage

According to the previous chapter, employees would fill out a yearly event wish list to choose what they would like to participate by themselves. Few months before the event start, the general manager gave orders to the administration department to designate a coordinator to lead the whole event, while giving out the vision and mission. The coordinator then started to find the colleagues who say



they would like to join in this event according to the yearly event wish list. If the members were not enough, the next step would be to invite other colleagues to participate. The goal of this stage was to form up a team with members from diverse departments in the company.

### Preparing stage

In this stage, the first thing was to have regular meetings every week. For the summer camp, the preparing team would meet at every Tuesday afternoon to discuss details and update the progress with everyone. Each member in the summer camp preparing team will be assigned into different preparing groups according to their interests, such like: activity group, administration group, design group, media group and finance group. Employees needed to work with colleagues from different departments, who they might not be familiar with. During the meetings, everyone was welcome to give opinions to the event and solve all the tasks together as a team. The role of the general manager would be a supporter and the employees be the decision makers. (Figure 4.2)



Figure 4.2 Action 1 Preparing Stage

### Event day

The company will invite and encourage all colleagues to join on the event days, to show their support and share the happiness. The event days might be quite stressful, however, a review meeting after every day was needed. Review meetings

could correct the mistakes that have occurred and also discuss plan B for unexpected occasions. Employees would solve all the problems together as a team. Besides, participants would feel that they were needed by others while chatting and helping the students. The media group would upload photos and videos on the company's social media in order to let more people share the pleasure and the cohesion of the team.(Figure 4.3)



Figure 4.3 Action 1 Event Day

### 4.1.3 Results

#### Initial stage

From the perspective of motivating employees, the yearly event wish list works very well. Employees could decide which event to attend by themselves instead of being forced to participate. Since employees could make their own decision, the result turned out that they were more willing to participate in preparing and organizing the event. Besides, the general manager would give out the vision and mission of this event at first, so the administration department and the preparing team could have a clear goal and vision during the preparation.

#### Preparing stage

The employees could know their colleagues better by preparing the event to-

gether. Employees were assigned into different preparation group, so they could meet colleagues from other departments and work together. Furthermore, some managers who joined the preparing team asked opinions from younger employees at times, because they had more creative ideas. The preparing process was not controlled by the administration department, so the administration department did not decide everything. All members were welcome to speak up during the meetings. Since the time of the official meeting was fixed, it was easier for employees to decide their weekly schedule. Managers in each department would also understand why and when their employees need to attend event meetings. Only team leaders needed to attend every meeting really reduced the pressure for the others of not attending every time. Participants did experience teamwork through this stage.

### **Event day**

Employees felt as part of the event since they prepared and organized the event from the very beginning. Some employees would even show photos of the event to others who did not attend. Parents, families and other colleagues could view the photos and videos that were uploaded on social media to find chatting topics with others. Also, the media could make all stakeholders updated with the activities. Moreover, at first, many participants thought that they were here to give help to people in need, but later they found themselves being loved and cared by the students, which was out of everyone's expectation.

### **Feedback**

According to the observation from the beginning to the end, it seemed that employees could have a sense of accomplishment by preparing and organizing the summer camp. Employees found out the ways to solve all the tasks by teamwork, while having more communication with others. At the last day of the summer camp, some employees even stayed up late to write small cards to the students, because they were touched by the students' positive attitude and heartwarming actions. Many employees mentioned that they would like to join this event again next year.

## Survey

A survey has been sent out to participants after the summer camp.

- Number of respondents: 32
- Date: September 2019

According to the responses, 40.6% (13/32) of the participants were not familiar with their group members before the event, while 53.1% (17/32) of the participants were not familiar with all the members of the summer camp preparing team. However, 90.6% (29/32) of the participants replied that they knew their colleagues better after the event. Even the participants who were not familiar with their group members at first answered that they were very familiar with each other after the action. Moreover, although 21.8% (7/32) of the participants had faced disagreements or conflicts during the preparation, 96.8% (31/32) mentioned that their team members were supportive when they needed help. At the same time, 68.7% (22/32) of the participants mentioned that the most memorable thing was the moment when they got support from their colleagues. After the summer camp, 93.7% (30/32) of the participants felt touched by the event and all members agreed that they had experienced group cohesiveness in the preparing team.

### 4.1.4 Further improvements

In order to improve the program, four details need to be adjusted and one more stage should be added up. First of all, the goal of the event should be more specific from the beginning, not just a general direction. Second, when the administration department search for event coordinator, it would be better to find someone who were familiar with most of the employees so as to have better communication and interaction. Third, since there might be someone who could not attend all the weekly meetings, it would be better to have meeting logs updated in Line group chat so as to keep everyone on the same page. Last, it would be better to have an extra team to handle unexpected incidents, because when everyone was busy, it was hard for the members to take care of all the tasks. Furthermore, in order to make the program more complete, a sharing stage should be added after the

event day to share the experience to people who did not participate.

## 4.2. Action 2: Sharing session

### 4.2.1 Overview

Action 2 was a sharing session for the summer camp, aimed at spreading out the cohesion and happiness to more employees. This activity took place in Machvision's dining hall on September 12th, 2019. The total duration was about 40 minutes with 177 employees attended. This activity included video watching, story sharing, remarks from the general manager and information for the next event. (Table 4.2)

Table 4.2 Action 2: Sharing Session

Program	Purpose	Date	Stage	Venue
Proposal 2	Concept Testing	September 12th, 2019	Sharing Stage	In the company

### 4.2.2 Program

Aimed at all the employees in the company, this program was held during the monthly birthday celebration. First, a video was shown to recall and introduce the summer camp to everyone. Then, two to three attendees of the summer camp was on stage to share their experience while preparing and participating in the event. Moreover, since this sharing session was held about one month after the event, the attendees also talked about the changes of their attitude at work after attending the summer camp. (Figure 4.4) After all of these, the general manager talked about the vision and mission of the charitable CSR events as well as gave his remarks for the sharing session. Last but not least, information of the next charitable CSR event was announced so as to invite more people to participate. (Figure 4.5)



Figure 4.4 Employees sharing their experiences

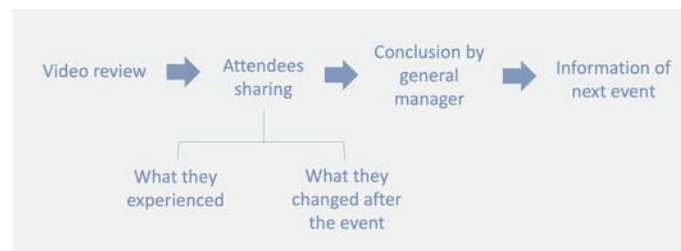


Figure 4.5 Sharing session flow

### 4.2.3 Results

The response of action 2 was very successful. Many employees who did not attend the summer camp expressed their willingness to join in the next event and the next summer camp. It was because they got a better understanding of why their company would hold this kind of events and why they should participate. Also, many people noticed that their colleagues' working attitude had changed. Some employees became more motivated at work, while others had better relationship with their co-workers.

### 4.2.4 Further improvements

The result of action 2 was positive. The sharing stage could let participants recall the memories of the summer camp and encourage other employees to join in their action next time. Therefore, sharing session should be the fourth stage of the program, combined with the three stages in action 1. (Figure 4.6)

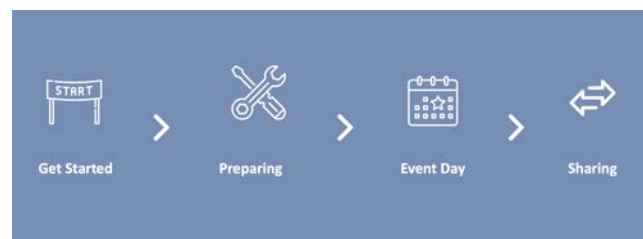


Figure 4.6 Proposal 3

## 4.3. Action 3: Christmas event

### 4.3.1 Overview

The third action, which was a Christmas event for children in MacKay Memorial Hospital, was launched in September 17th, 2019. The event was finally held on December 19th, 2019, with a follow-up sharing session on February 14th, 2020. The event was in collaboration with Hsinchu MacKay Memorial Hospital. This event was a concept and component testing for the four stages: the initial stage,

the preparing stage, the event day and the sharing stage for the program. 26 employees participated in this event. (Table 4.3)

Table 4.3 Action 3: Christmas Event

Program	Purpose	Date	Stage	Venue
Proposal 3	Concept Testing	9/19/2019 to 12/18/2019	Preparing Stage	In the company
		12/19/2019	Event Day	Hsinchu MacKay memorial hospital
		2/14/2020	Sharing Stage	In the company

### 4.3.2 Program

At the initial stage, the general manager gave out clear target, goal and mission to the administration department. Then, the administration department found a coordinator who was familiar with most of the colleagues. The preparing team was formed up according to the yearly event wish list and group leaders were chosen for each preparing group. The preparing team was divided into five groups: activity group, design group, media group, administration group and supporting group. A regular weekly meeting for the event was held every Tuesday. Bullet-points of meeting decisions were announced in the preparing team's Line group chat for the team members who could not attend the meeting. There were four main activities on the event day in Hsinchu MacKay memorial hospital. First, the employees sang Christmas songs with the kids. Second, they told the story of Jesus and Christmas to the children. Third, the employees helped the kids to build a snowman craft. Last, they delivered Christmas gifts to the children who had to stay in hospital on the Christmas day. The follow-up sharing session was held during the monthly birthday celebration in February.



### 4.3.3 Results

#### Initial stage

The coordinator got along well with all members of the preparing team. Some employees volunteered to be leaders of the small groups. Since not every member was familiar with each other, senior staff would introduce them to the group leaders at the very beginning, which gave the members a sense of belonging. In addition, the general manager clarified the goal and mission of the event before the preparing stage, so employees could feel that the team was more organized and systematic.

#### Preparing stage

Employees started to get used to have regular weekly meeting for the preparation of the charitable CSR event, as well as their managers. Few conflicts between employees and managers occurred regarding joining the weekly meeting during office hours. Since some members could not attend the meeting at times, meeting logs were shared in Line group chat. Members started to come up with many creative ideas during the preparing stages. During the meetings, an ice-breaking game would be played, and the person who lose the game would be the note-taker of the meeting. This reduced everyone's unwillingness to be the note-take. Besides, the supporting group helped all the other groups to deal with unexpected occasions efficiently.(Figure 4.7)



Figure 4.7 Action 3 Preparing Stage

### After the event

The event was very heart-warming, and many employees were moved by the children in MacKay memorial hospital. After the event, some employees revealed that they realized they were luckier and happier than many other people in the world, and they should never take what they have gotten for granted. Besides, doing something for someone in need was a work full of happiness. Most participants felt that they had better company commitment after participating the event. Last but not the least, some employees even began to make more commitments at work, in addition to their daily duties. (Figure 4.8)



Figure 4.8 Action 3 Event Day

### Survey

An Internet survey was sent out to all participants after the Christmas event.

- Number of respondents: 26
- Date: January 2020

Before the preparation, only 42.3% (11/26) of the participants were familiar with their group members, while only 34.6% (9/26) of the participants were familiar with all the members of Christmas event preparation team. Yet, 88.4% (23/26) of the participants responded that they knew their colleagues better after

the event and their team members were supportive when they need help. Besides, 96.1% (25/26) of the participants thought that they had better communication with their colleagues after the event. Furthermore, 96.1% (25/26) of the participants thought that joining this event could increase company cohesion and they had experienced team cohesion in the preparing team. Finally, 92.3% (24/26) of the participants stated that they would like to encourage other colleagues to join this event next year.

## Chapter 5

# Analysis and Discussion

### 5.1. Cohesiveness Evaluation

Interviews and a final questionnaire were done after the whole action cycles.

#### 5.1.1 Questionnaire analysis

The final questionnaire was distributed to the participants of the summer camp and the Christmas event in March 2020, after action 3. In this survey, questions were designed according to the seven cohesion dimensions, company atmosphere changes and attitude toward company goals. The survey had 24 questions with 1 free space for employees to write their comments. All questionnaires were given in Chinese. The content of the questionnaire could be found in Appendix B. The results of the questionnaires were listed as follows.

- Number of respondents: 40
- Number of questions: 25
- Date: March 2020

#### Communication

52.5% (21/40) replied they could feel that after the event, their colleagues would praise and encourage them more. (Figure 5.1) 50% (20/40) replied that they could ask their colleagues for work assistance more freely.(Figure 5.2) 57.5% (23/40) of

the respondents replied that they became more willing to listen to their colleagues' advice at work after the event.(Figure 5.3)

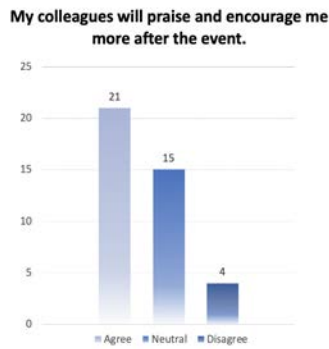


Figure 5.1 Final Questionnaire: Communication 1

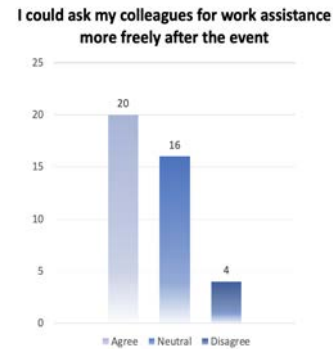


Figure 5.2 Final Questionnaire: Communication 2

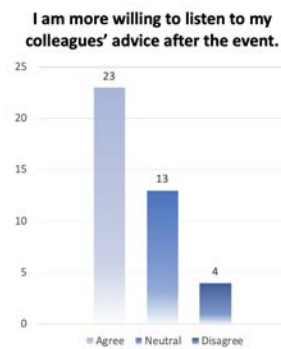


Figure 5.3 Final Questionnaire: Communication 3

## Leadership

All members agreed that group leaders gave clear instructions during the action cycles and team members were willing to give advice.

## Teamwork

72.5% (29/40) replied that they could notice their teammates' difficulties and give them a hand.(Figure 5.4)

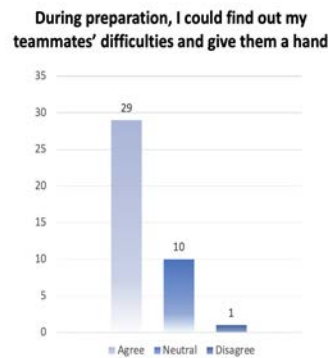


Figure 5.4 Final Questionnaire: Teamwork

## Learning

62.5% (25/40) replied that they gave updates of their work to their leaders regularly.(Figure 5.5) 60% (24/40) of the respondents replied that they became more responsible to their work.(Figure 5.6) 65% (26/40) replied they were more willing to try new ways to solve tasks in their daily duties.(Figure 5.7) 65% (26/40) replied they would like to enrich themselves in order to perform better at work after the events.(Figure 5.8)

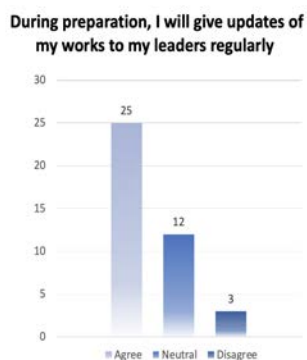


Figure 5.5 Final Questionnaire: Learning 1

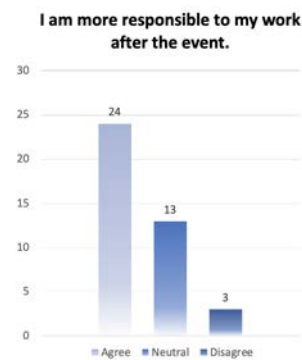


Figure 5.6 Final Questionnaire: Learning 2

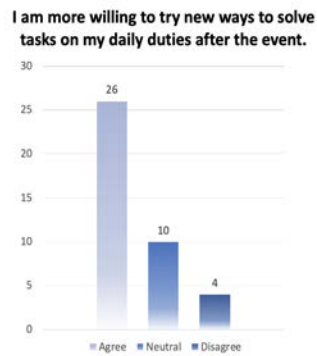


Figure 5.7 Final Questionnaire:  
Learning 3

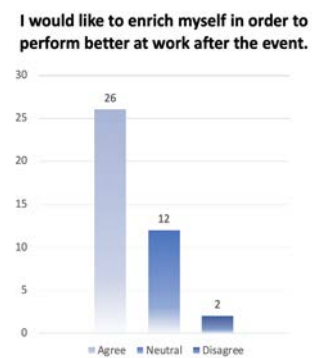


Figure 5.8 Final Questionnaire:  
Learning 4

### Conflict

72.5% (29/40) replied they had less conflict with their colleagues after the event. (Figure 5.9)

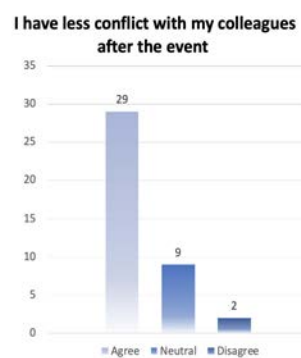


Figure 5.9 Final Questionnaire: Conflict

## Effectiveness

47.5% (19/40) replied they could handle the stress from work better after the event. (Figure 5.10) 55% (22/40) replied they were more willing to share their company's mission and goal to others. (Figure 5.11)

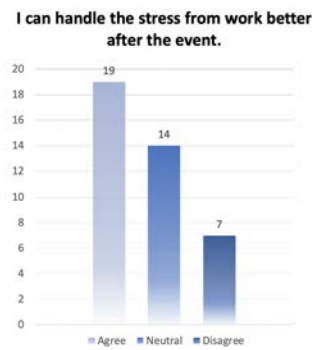


Figure 5.10 Final Questionnaire: Effectiveness 1

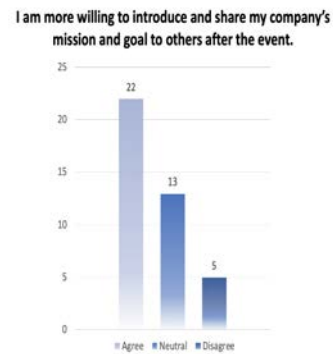


Figure 5.11 Final Questionnaire: Effectiveness 2

## Atmosphere

72.5% (29/40) replied they thought the atmosphere at work was more comfortable and relaxing after the events.(Figure 5.12)

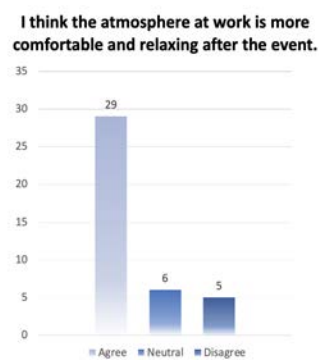


Figure 5.12 Final Questionnaire: Atmosphere



## Support

57.5% (23/40) replied they were more willing to participate in events held by their company.(Figure 5.13)

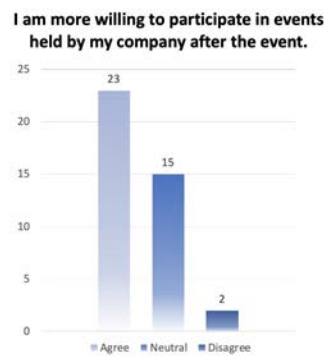


Figure 5.13 Final Questionnaire: Support

## Others

90% (36/40) replied that they thought the cohesion of the preparation team continued to their work. (Figure 5.14) According to the final questionnaire, 90% (36/40) of the participants replied that they experienced cohesion in the preparing team, while 80% (32/40) mentioned that they had contributed to increase the cohesion in the team. 72.5% (29/40) of the members were aware that their team was cohesive, and 67.5% (27/40) of the respondents said that they would like to spread out the cohesion to others. There was only one person who didn't feel the cohesion in the team. (Figure 5.15)

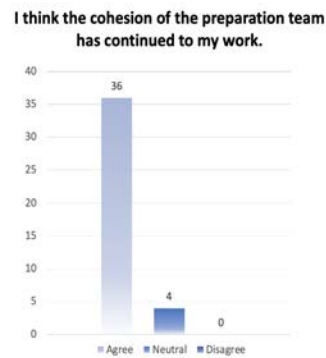


Figure 5.14 Final Questionnaire: Cohesion

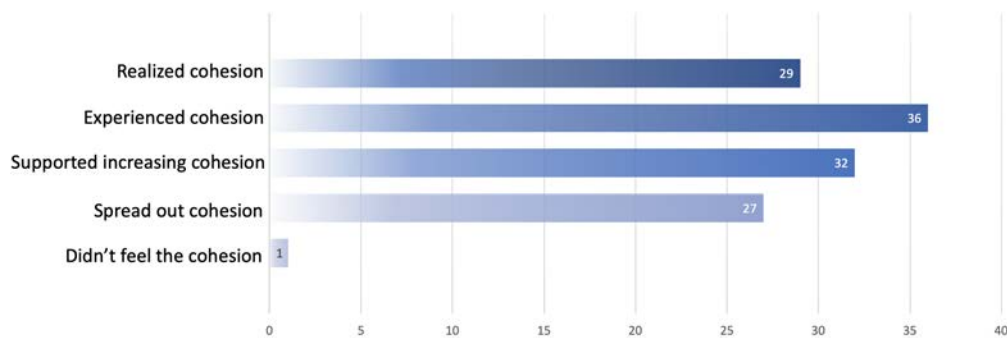


Figure 5.15 Final Questionnaire: Cohesion Scale

### 5.1.2 Interviews

Interviews were conducted after every action with members of the preparing teams, including the coordinator, one group leader, a member and a department manager.

#### Summer Camp

- Interviewee: Mrs. C
- Position in the event: Coordinator
- Position in the company: Staff of Administration department

- Date: December 10, 2019

Mrs. C mentioned that this was the first time that their company served as the main host of a charitable CSR event. Usually they only gave support to some organizations. So, she thought that it was a challenge for everyone. As a coordinator, she needed to put all members into groups. She came up with an idea that each group leaders should find their own group members instead of assigned by herself. She believed that in this way, leaders could be more familiar with their members from the very beginning.

*“I really appreciated everyone for being so active and supportive. I could feel that many colleagues felt the touchingness by interacting with the kids. After the event, we were now not only colleagues but also friends.”* Said Mrs. C. Since everyone got more familiar with each other, they knew how to communicate with others in a more efficient way. They could also understand the difficulties that their colleagues face at work better. Besides, she thought that her colleagues became more aggressive at work after joining the event. Lastly, she mentioned that the group cohesion of the preparing team did increase through this event, because they all fought for the same goal and solved all the problems together. She was sure that everyone felt the sense of accomplishment when the event ended.

- Interviewee: Ms.L
- Position in the event: Member of activity group
- Position in the company: Reception
- Date: December 30, 2019

When asked about the interesting part of the action, she mentioned that the preparing team was formed up by people from all departments, so she could have a chance to work with others. Also, her teammates were from all age groups, and she found it interesting that some managers started to ask opinions from young

employees like her, because they were more energetic and creative. Besides, she thought communication between colleagues was the advantage that she got from the action. *“I used to have a hard time to chat with other colleagues from different departments and ages at first. Because, being a reception, my daily schedule and lunch time were different from other colleagues, so I didn’t have the chance to start a friendship with others easily. Also, we had to learn how to cooperate with others and how to avoid conflicts, but since we knew others’ backgrounds and hobbies, it was easier for us to find out the right way to communicate with each other.”* Said Ms. L.

After the event, she felt that the atmosphere in the company had changed, she could fit in better. Also, after dealing with many tasks in the event, she thought that she could also deal with the tasks she was faced with at work. The touchiness from the event continued even until now, and she got a lot of new friends. They even planned a Christmas present exchange activity by themselves. Meanwhile, she mentioned that she would like to share her experience from the event to everyone.

- Interviewee: Mrs.T
- Position in the event: Leader of the administration group
- Position in the company: Director of supply department
- Date: December 30, 2019

When asked about the reflection of the event, she thought it was a good way to refresh her brain. When she was facing her daily routines, her brain didn’t really think a lot. Yet, when she joined the team meetings, she found that she started to think of something that had never come to her mind before. She felt refreshed after the meetings. The most memorable thing for her was that, since she was a director at work, usually everyone just followed what she said. But, when she was the group leader of the event, she was no longer a specialist, so she had to encourage everyone to share their opinions and she would ask others for

help. Mrs. T thinks that this was a good way to find out others' potentials.

Mrs. T said *“I used to had some conflicts with a colleague in the manufacturing department, because I thought he was just giving me excuses every time. But after the event, I got a chance to know more about this person. When we knew others better, we would also know more about their job. I found out that they really had difficulties to hand in all the things on time, so now I can try to find out a better solution with them. Since we are friends, everything will be easier.”* This was something interesting she found after the event. Moreover, she said that *“If you were part of the event, you would feel the cohesion!”* she would like to join other company events in the future.

- Interviewee: Mrs.E
- Position in the event: Administration department
- Position in the company: Assistant manager of administration department
- Date: December 30, 2019

Mrs. E was the assistant manager of the administration department. She helped and supported the preparing team to round everything smoothly. She saw some changes of her colleagues after the action, such like some colleagues started to think in a more flexible and comprehensive way. Because there were too many unexpected situations happened in the summer camp, they had to think of all sides and always have a plan B. Also, she saw some members started to help other colleagues at work from different departments. Moreover, there was one colleague who once wanted to leave the company, but finally decided to stay after the event, because he found a group of friends with same interest.

After the sharing session, people who didn't attend the event this time had already signed up for next year's event. It was also a good way to give publicity to the company's new concept and policy.

## Christmas Event

- Interviewee: Mr.R
- Position in the event: Coordinator
- Position in the company: Engineer of technical department
- Date: March 16, 2020

Mr. R mentioned that usually the communication between departments were quite difficult. They only thought of the benefits and risks of their own departments. But after the event, members became friends. He would start to think of how to decrease the risks of his friend's department. Also, this event gave him a chance to refine his ability in leadership. He said ***“I am an engineer. This event helped me know how to be a leader, how to encourage people and how to keep everything on track without conflicts. I would listen to everyone's opinion in our meetings.”*** By joining the preparing team, he got to know other colleagues better, since he needed to assign jobs to everyone. At the end of the interview, he said that ***“I found out that we have many talented colleagues!”*** at the end of the interview.

- Interviewee: Mr.P
- Position in the event: Member of activity group
- Position in the company: Assistant manager in R&D
- Date: March 19, 2020

The event encouraged Mr. P to step out of his comfort zone as an engineer, who didn't need to collaborate with other people. Although he was in this company for more than 10 years, he only knew quite a few of his colleagues. As Mr. P needed to work with others for the event, he started to think about how to express his ideas more clearly. He said that ***“I think my life is more interesting***

*now after making new friends.”* In fact, though he was a coding specialist, this event had nothing related to coding. Mr. P got assigned to tell stories to the kids in the event. He needed to make a breakthrough of himself and asked other colleagues to give advice to his story telling technique. *“I needed to be brave, so I encouraged myself to stand on the stage.”* Said Mr. P.

There were also some interesting things happened during the preparation, such like the icebreaking game before every meeting. He found that playing games could make their atmosphere more relaxing and could have the note taker assigned without conflicts. Lastly, he mentioned *“Lectures and courses might only increase 2% of our cohesion. However, preparing and participating in this kind of events, we were actually practicing and experiencing how to build up a team with cohesion. It was much easier to understand.”*

- Interviewee: Ms.H
- Position in the event: Leader of activity group
- Position in the company: Staff of financial department
- Date: March 19, 2020

Ms. H was a new employee in this company (2 months), but she decided to be the activity group leader for this event, because she have participated in similar activities when she was in college. As she realized that many colleagues who were busier than her also joined the preparation team, she started to think that she should be more involved in the team. However, she was not familiar with her colleagues. *“Thanks to the colleague in my department, she took me to visit many people from different departments and invite them to join my team. I think this was a very efficient way to get involved in the community. My colleagues were very kind, they helped me a lot and gave me many pieces of useful advice.”* Said Ms. H.

Ms. H also mentioned that she thought it was good that her company had events other than daily routines. Sometimes when she felt tired of her job, she

changed her mind and did some preparation work for the event, so she could get her brain refreshed. When asked about what she learned from this event, she said ***“I learned how to arrange my time, communicate with others and solve all the unexpected situations. Last but not least, I also learned how to be more efficiency.”***

- Interviewee: Mr.A
- Position in the event: Member of activity group
- Position in the company: Manager of the start-up department
- Date: March 26, 2020

It was Mr. A’s first year in this company and also his first time to join this kind of event. ***“I found my colleagues in my department got more committed to the company’s policy.”*** Said Mr. A after participating the event. He also thought that it made a difference when all leaders and managers in this company started to change and join these events. Their colleagues would realize that instead of just giving orders, the managers were always walking the talk.

## Overall

- Interviewee: Mr.J
- Position in the event: General Manager
- Date: March 26, 2020

Charitable CSR events could soften. people’s heart. When employees help the people who are in need, they will realize that they have already own a lot and won’t take everything for granted any more. So, employees won’t stick to their own opinions and will start to listen to others, which is the basis of teamwork. Only by leaders like him joining all these events first, can they encourage more



people to attend. Usually, the administration department and the coordinator would find people with passion to be leaders, so they could make the others to be more passionate. Mr. J thought that these events could also give employees a chance to learn how to be leaders. ***“I am the general manager and I give orders at work. Yet, during our event preparation, I stepped back and let my colleagues be the decision makers. Although they would face a lot of tasks and stress, and sometimes I already knew that they were in the wrong direction, I would not give orders to them directly. Instead, I would give some hints and advice, but still I would let them find out the solutions by themselves. We don’t need to be perfect. But we need to do our best.”*** Said Mr. J.

Mr. J also mentioned that, usually mistakes were not allowed at work, so the colleagues always went for the safe plan. However, they could try and make errors many times when they were organizing the events. This was a way to let them be more creative and learn from their mistakes. When they did a great job, Mr. J would praise them. When they got praised, employees would have more confidence and would also give compliments to their team members. Praise is a good way to start a good conversation, and it really makes the company’s atmosphere more relaxing and communication among colleagues more smoothly. At first, Mr. J had to ask employees to join the event, but after the summer camp, people began to realize that these activities were interesting, so they started to sign in the actions by themselves. He thought that these events could let his colleagues find out they were valuable and indispensable, so they would have more confidence to give it a try at work.

Mr. J found that many of his colleagues became friends after the events because they had worked on the same goal. Later at work, they would also help each other and fight for the company’s goals together. Moreover, he also said that ***“If our colleagues could think of the details while organizing events, they could also be more considerate at work. Besides, they could step out of their comfort zone and solve problems that they were not familiar with. This could broaden our horizon.”*** Last but not least, he concluded that ***“When we cultivated enthusiasm and commitment while***

*organizing events, we also cultivated the loyalty and enthusiasm to our company.”*

## 5.2. Discussion

As discussed in Chapter 1, the main focus of this research was how to enhance employees' cohesion by encouraging them to participate and organize charitable CSR events together, and how to find out the key elements that can enhance group cohesion. The actions were designed to give the employees the opportunity to experience teamwork and the touchingness of the events. It was expected that the actions would raise their company commitment and cohesion consequently. From this objective, two research questions were raised:

*(1) “Can participating and organizing charity related CSR events increase employees' cohesion?”*

*(2) “What are the important factors that enhance employees' cohesiveness through their engagement in charitable CSR events?”*

The results from the questionnaire and interviews were analyzed to answer the research questions, by evaluating the changes in the seven cohesion dimensions and the changes of the employees as well as the company.

### 5.2.1 Changes after each stages

#### Initial Stage

According to surveys, interviews and observations, employees experienced team building at the initial stage. Coordinators and the administration department should form up a preparing team and help all members to find a suitable group. At first, some members were not sure which group they should join, but by communicating with other colleagues and group leaders, some hidden talents of the employees could be discovered. Others could join the groups according to their

interests, and they tended to have high expectation and passion to participate the event.

### **Preparing Stage**

During the preparing stage, employees would experience teamwork by joining the preparing team. Members needed to communicate a lot with their colleagues. Besides, conflicts and disagreements could happen so they needed to find their own way to get through these problems. Also, when they were faced with different tasks, members needed to help each other to overcome the difficulties. The preparing process could not be done by a single person, so everyone needed to work together to complete the tasks. Almost all participants mentioned that they had better communication with their colleagues after the event, and some even became good friends.

### **Event Day**

During the event day, some unexpected incidents might happen, so members needed to deal with the situation together. Since the events were charitable CSR events, employees met with many people who were in need of help. When they helped and took care of these people, they felt contented and grateful. Thanks to the interaction with the people who were in need of help, after the event, most of the members no longer took everything they had at work for granted and became more humble.

### **Sharing Stage**

After the events, many employees had changed their work attitude. Employees who did not participate the events would be curious about their changes. Therefore, a sharing session would allow more people to understand the meaning of these kinds of events. A lot of employees responded that they would like to join the future events. It was also good to see that participants of the event would spread out the positive atmosphere to everyone in the office, which could make the company more united.

### 5.2.2 Company and Employees' change after the event

The work atmosphere became more harmonious, not only because employees from different departments became friends after the event, but also because they began to have better communication and more empathy toward each other. Helping people in need and fulfilling all the tasks did make the participants be more confident of their own ability and more willing to take new challenges in their daily duties. Besides, the company was very supportive to these events, as the participants could learn a lot from their experience during the event management process. Many employees had better impression of the company after participating the events and would like to support the company goal. Additionally, not just the participants changed after the event, people who did not join the event could also be influenced by the change and positive attitude of their colleagues.

#### Overall for cohesion

90% of the survey respondents replied that they did feel the cohesion increased after participating and organizing the events with their colleagues. Moreover, during the interviews, many interviewees mentioned that by facing challenges and achieving goals with their colleagues, they experienced what group cohesion was like. This allowed them to apply what they have experienced during the events into their daily work. As a result, the data showed that this program could increase employees' company cohesion and was more effective than participating in cohesion-building lectures and workshops.

With the final questionnaire and interviews, the second research question, "What are the important factors for employees to increase cohesion through preparing charitable CSR events?", could be answered. First of all, team building and teamwork are the important elements for enhancing cohesion. Employees will experience the seven cohesion dimensions through teamwork. Secondly, charitable event is the foundation for increasing employees' cohesion. Not all kinds of events would make the employees felt that they are needed and blessed. Charity related events can soften the heart of the employees, and make them more receptive to new concepts. Thirdly, the touchingness they experience during the charitable CSR events is also a key element. When employees get touched by people in

need during the events, they will feel contented and grateful of what they have owned. At work, they will tend to be more humble and empathetic. Last but not least, sharing is also a main factor for increasing company cohesion. When participants share their happiness and positive attitude to everyone, the relationship between colleagues and the atmosphere in the company will change. To sum up, in this program, teamwork during preparation, the nature of charity related events, touchingness during the event day and sharing after the event are the important factors to increase employees' cohesion.(Figure 5.16)

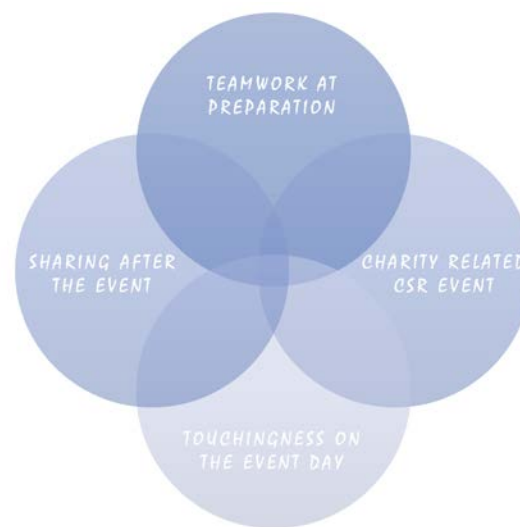


Figure 5.16 Key elements for cohesion

## Chapter 6

# Conclusion

### 6.1. Conclusion

*“Can participating and organizing charity related CSR events increase employees’ cohesion?”* and *“What are the important factors that enhance employees’ cohesiveness through their engagement in charitable CSR events?”* are the questions that this research tried to answer.

This program was tested by three action cycles from August 2019 to February 2020 with two associated organizations. The concept was to encourage employees to participate and organize charitable CSR events at the first three stages. However, employees as well as the company would face many challenges while conducting the program, such like participants not being familiar with each other, lack of time, etc. After experimenting and planning, the program was proposed to include four main stages, initial stage, preparing stage, the event day and sharing stage. New policies, yearly event survey, official meeting time and social media updates were also needed, in order to get through the obstacles.

In each stage, employees were expected to experience different cohesion from different perspectives: 1. Experiencing team building during the initial stage; 2. Enhancing communication and teamwork skills during the preparing stage; 3. Feeling grateful during the event day; 4. Sharing the touchingness to others during the sharing stage. From the result of this research, it could be said that this program offered employees a better way to experience and increase company cohesion.

The surveys and interviews showed that the changes of employees’ behavior

and their awareness of company cohesion had changed after participating in the preparing team. They realized the importance of teamwork, communication, empathy and sharing through the actions. Besides, it also changed their attitude toward work and consequently changed the company's work atmosphere. There were also positive feedbacks from managers as they responded that through this program, not only the employees could build solid trust and friendship between each other, but they were able to come up with better ideas and new methods to solve tasks in their daily duties.

According to all these findings, it could be concluded that in the case of this research, the important factors of increasing employees' cohesion were: teamwork during preparation process, the nature of charity related events as the event category, touchingness on the event day and experience sharing after the event. However, the effects of all of these factors were hard to evaluate by objective data, because people's actions influenced by many elements. It is difficult to conclude the actions' success by objective data. Besides, the effects also depended on the policy, the intention of the managers, and the company atmosphere. For instance, the target company of this research took improving their labor relations as a high priority. Moreover, from then to now, the company had already tried many different ways to increase cohesion, so that the employees already had a basic knowledge of what is cohesion and were willing to discover more. On the basis of all of these, charity related events participated and organized by employees proved to be an effective way to enhance company cohesion.

## 6.2. Future work

There were still a number of components in this program that has not be studied and could be improved. Research interviews, sustainable guideline and platform development are three fields that could be discussed.

First, more analytical research of the interviews could be done, so as to find out other derivative benefits of this action. Also, more quantitative data could be collected and analyzed to make this research result more solid.

Second, it would be helpful to design a sustainable guideline for future coordi-

nators to follow. What are the important elements to run a similar program efficiently could be specifically addressed with a model structure. Moreover, whether this program is feasible for other companies should also be considered.

Third, it would be beneficial to design a new online platform for information sharing as well as data systematizing. As of now, a lot of tools and platforms were used through the whole program. For example, Line group chats were used for communication, Google drive was used for storing documents and Facebook was used for sharing photos and videos. How to make a platform that integrates all the functions could be further studied.

By encouraging employees to organize and to participate in charity related CSR events, it is expected that more employees could experience group cohesion and apply what they have learned into practice at work. Consequently, the company is expected to stand out in the market with excellent performance provoked by enhanced corporate cohesion.



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# Appendix

## A. Survey questions and results

### A.1 Summer camp

Q.1 這次夏令營我屬於哪一組

Q1 Which preparation group did you belong to

- a. 行政Administration (2 responds)
- b. 活動Activity (24 responds)
- c. 美宣Design (1 respond)
- d. 媒體Media (5 responds)
- e. 總召Coordinator (1 respond)

Q.2 在活動前我是否有對這次活動有擔憂或是煩惱？

Q2 Did you have any worries before the event started

- 擔心天氣狀態煩惱報名人數太少
- 有一點擔心跟小隊員間相處會不會很乾
- 怕天氣不好，怕尷尬
- 學員的組成是否有需要注意的地方
- 擔心與小隊員有代溝
- 天氣不好有颱風
- 擔心報名人數不多
- 擔心可以接觸的小朋友不夠多
- 有，擔心天候不佳
- 擔心表演不如預期
- 活動氣分太冷清
- 怕美宣資料做不完

Q.3 在開始籌備之前我和我的籌備組員熟識？

Q3 I was familiar with my group members before the preparation started?

- a. Agree (11 responds)
- b. Neutral (8 responds)
- c. Disagree (13 responds)

Q.4 在開始籌備之前我和所有參與夏令營的同仁都熟識？

Q4 I was familiar with all the members who joined the summer camp before the preparation started?

- a. Agree (5 responds)
- b. Neutral (10 responds)
- c. Disagree (17 responds)

Q.5 在活動籌備期間是否有碰到意見不合或是爭吵？

Q5 Was there any disagreements or conflicts during the preparation period?

- a. Yes (7 responds)
- b. No (25 responds)

Q.6 在遇到問題時，我的組員們有給予我幫助

Q6 My group members gave me support when I needed help.

- a. Agree (31 responds)
- b. Neutral (1 responds)
- c. Disagree (0 responds)

Q.7 我覺得我們的團隊有向心力

Q7 I felt the group cohesion in the team

- a. Agree (32 responds)
- b. Neutral (0 responds)

c. Disagree (0 responds)

Q.8 這次活動是否有被感動？

Q8 Was the event touching?

- a. Yes (30 responds)
- b. No (2 responds)

Q.9 讓我感動的是（可複選）

Q9 What was touching points? (Multiple)

- a. 更認識其他同仁Knowing other colleagues better (21 responds)
- b. 同仁們的關心和幫助The helps and cares from other colleagues (22 responds)
- c. 小隊員們的關心和幫助The cares and helps from the kids (17 responds)
- d. 這次活動圓滿落幕The event ended up successfully (26 responds)
- e. 挑戰自我Challenging myself (14 responds)

Q.10 在整個夏令營從籌備到結束印象最深刻的是哪個活動或時刻？

Q10 What was the most memorable part of the event?

- 最後要回程前的聚會，看到孩子們親手寫的卡片非常感動，還有孩子們為我們禱告，都讓人很感動而且回憶深刻。
- RPG設計很厲害，欣怡姊總召很强大
- 第二天晚上小隊員都休息，而大家都還在為最後一天準備到凌晨
- 最後一天的成果影片
- 離別時刻
- 1.晚會後隊員主動想為隊輔禱告2.隊輔們在會議室寫卡片很有合作精神，看得出大家對各隊都已經建立深厚情感
- RD課程
- 最後歡送時，和小隊員們彼此感謝與祝福的時刻
- 工作人員互相合作幫補
- 最後小隊離別分享拍照時刻



- 與小隊員闖關、晚會
- 雨中玩RPG
- 一起討論大地遊戲和準備課程
- 看到參與活動的小朋友們幫小隊輔禱告
- 在活動要開始的前一晚，換人想到一些需要注意的事，在群組上丟出，組員立刻表示會注意配合執行。
- 晚會
- 晚會，還有闖關活動，冒著小雨大家還是很努力的模樣!!
- 運動
- 隊輔對小隊的勉勵
- 樂團練習
- 科學課程
- 學生們帶著隊輔禱告，隊輔流下眼淚的時刻
- 晚會時同仁表演及穿插帶動的活動
- 最後一天看到參與的小朋友與小隊輔從一開始不熟識，到最後能夠抱在一起相擁而泣，給予彼此祝福，真的非常感動
- 禱告的時候
- 小朋友一起完成一個比賽的時刻
- 晚會
- 闖關遊戲看各組展現團隊默契
- 每個過程
- 晚會的時候感覺重回大學時光
- 同仁籌備前的練舞和規劃
- 離別的時刻

Q.11 活動後我和我的組員們及其他組別的夥伴更加熟識

Q11 I am more familiar with my group members and colleagues after the event ended

- a. Agree (29 responds)
- b. Neutral (3 responds)
- c. Disagree (0 responds)

Q.12 參加完這次活動我是否有什麼改變？

Q12 Do you have any changes after the event?

- 變得更熱愛生活，與同仁之間的相處更融洽。
- 更喜歡大家了
- 更多的應變能力
- 同仁的深入認識，團隊感
- 更拉近人與人間的距離
- 與同事間有更多交流
- 在短時間內認識了更多夥伴
- 同時兼任許多事務的能力增加
- 多認識不同部門的同事，凝聚向心力
- 在安排任何事之前，都會考量到更多地方。
- 人生充滿希望
- 感受到凝聚力，向心力，還有夥伴們滿滿的活力!!
- 團隊練習
- 做公益好事的心
- 更加體認公司辦活動的意義
- 體會到團隊成功並非僅靠個人力量
- 更有向心力
- 每次送愛心活動都有學習到很多也是認識自己的機會
- 覺得人生有站在舞台上的機會時就要好好表現
- 認識更多夥伴，大家的向心力

Q.13 我覺得參與活動籌備可以提升公司的團隊建造

Q13 I think participating in this event can improve the team building of our company

- a. Agree (24 responds)
- b. Neutral (8 responds)
- c. Disagree (0 responds)

Q.14 活動結束後我在工作上更願意接受挑戰

Q14 I am more willing to take challenges at work after the event

- a. Agree (15 responds)
- b. Neutral (12 responds)
- c. Disagree (5 responds)

Q.15 承上題，請陳述？

Q15 According to Q14, why and what?

- 覺得要好好把握每次任務，接受不同挑戰
- 大家都會互相幫忙，即使有困難，也不用單打獨鬥
- 沒有什麼是做不到的
- 覺得要讓自己更好，成為小朋友的榜樣
- 心態轉換及工作熱忱調適
- 透過在夏令營扮演的角色，嘗試不同於工作的類型，可以多挑戰
- 嘗試自己不擅長的事
- 會更相信自己的團隊夥伴
- 很感動
- 勇敢踏出第一步，累積各個方面的經驗，增加自己的實力，也可和夥伴們共同成長。
- 可以學習不同的東西
- 突破自己
- 可嘗試不同面向的事
- 更認識同仁們個人的長處和熱情
- 不要怕，只要心中有信念，沒有完成不了的挑戰
- 因為次都是在超越自己
- 大家比較熟了之後都可以比較好講話，比較不容易會有成見吧
- 夏令營可以成功覺得很多事情都能做到了

## A.2 Christmas Event

Q.1 這次夏令營我屬於哪一組

Q1 Which preparation group did you belong to

- a. 行政Administration (2 responds)
- b. 活動Activity (15 responds)
- c. 美宣Design (2 respond)
- d. 媒體Media (3 responds)
- e. 機動Supporting (4 respond)

Q.2 在開始籌備之前我和我的籌備組員熟識？

Q2 I was familiar with my group members before the preparation started?

- a. Agree (11 responds)
- b. Neutral (7 responds)
- c. Disagree (8 responds)

Q.3 在開始籌備之前我和所有參與夏令營的同仁都熟識？

Q3 I was familiar with all the members who joined the summer camp before the preparation started?

- a. Agree (9 responds)
- b. Neutral (10 responds)
- c. Disagree (7 responds)

Q.4 在遇到問題時，我的組員們有給予我幫助

Q4 My group members gave me support when I needed help.

- a. Agree (17 responds)
- b. Neutral (9 responds)
- c. Disagree (0 responds)

Q.5 活動後我和我的組員們及其他組別的夥伴更加熟識

Q5 I am more familiar with my group members and colleagues after the event ended

- a. Agree (23 responds)
- b. Neutral (3 responds)
- c. Disagree (0 responds)

Q.6 我覺得參與活動籌備可以提升公司的向心力

Q6 I think participating in this event can improve the group cohesion of our company

- a. Agree (25 responds)
- b. Neutral (1 responds)
- c. Disagree (0 responds)

Q.7 我覺得參與活動籌備有助於團隊溝通

Q7 I think participating in this event can improve team communication skills

- a. Agree (25 responds)
- b. Neutral (1 responds)
- c. Disagree (0 responds)

Q.8 這次活動是否有被感動？

Q8 Was the event touching?

- a. Yes (26 responds)
- b. No (0 responds)

Q.9 讓我感動的是（可複選）

Q9 What was the touching points? (Multiple)

- a. 更認識其他同仁 Knowing other colleagues better (15 responds)

- b. 與小朋友互動 Interaction with the kids (13 responds)
- c. 學習到感恩的心 Being gratitude (20 responds)
- d. 為別人付出是多幸福的事 Giving to others is full of happiness (24 responds)

Q.10 我會邀請公司夥伴參與未來的送愛活動

Q10 I will encourage other colleagues to join the event next year

- a. Agree (24 responds)
- b. Neutral (2 responds)
- c. Disagree (0 responds)

Q.11 參加完這次活動我是否有什麼心得或改變？

Q11 Do you have any gains or changes after the event?

- 每個小小孩都是國家社會的未來，希望他們都能健康平安的長大，很開心能參與這個有意義的活動，在跳完毛毛蟲之後，不自覺掉下眼淚，有種小小年紀就跟病魔奮鬥真是讓人心疼的感觸，小孩跟動物果然都是我的罩門啊！
- 這是我第一次參與牧德的活動，真的很感謝國真哥當初的邀請，讓我可以更認識彼此，也對牧德同仁之間協作的高效率感到印象深刻，希望我未來也能繼續參與
- 更加的感恩惜福
- 能夠付出表示有能力
- 手作DIY可以實際與孩子互動，覺得很不錯！
- 看到孩子的笑容，再多的累也忘記了。深刻感受到施比受更有福，滿滿的愛與感動，就在分享送愛的那一刻。很高興能在這活動中，給予她們滿滿的愛，同樣的在他們身上學會了樂觀及面對！謝謝此次活動的所有同事，有你們，愛就在哪裡！
- ”平平凡凡也沒關係，生命有愛就有意義”讓我稍微不再被存在感這種東西捆綁。另外，假設我是小朋友，我會好想跟姊姊說我很勇敢不怕打針，再跟那個說故事的姊姊說我有乖乖聽醫生的話....
- 能夠成為給予他人關懷的人，覺得自己有所成長，很感謝這次機會能夠參與到送愛的活動，我發現大家都很有想法也很有執行力很厲害，希望自己

- 也能和大家一樣！
- 施比受更有福
  - I am proud of this team
  - 病房探視送禮的時候有聽到小朋友很靦腆的說：「謝謝媽咪～！」看到媽媽欣慰的神情覺得很感動，這些孩子都是天使。助人為快樂之本真的是沒有錯。有能力可以幫助別人是很好的事，也希望他們可以早日康復。
  - 謝謝公司讓我有這個機會參加公益活動，能有這樣的機會服務小朋友是件很棒的事情。
  - 看到大家努力的付出，感覺很好

## B. Questionnaire questions and results

Q.1 活動時，領導者能清楚地傳達了指令，因此我比較容易理解各項任務的目標

Q 1 Group leaders gave out clear instructions during the preparation, so it was easier for me to understand every mission's goal

- a. Agree (40 responds)
- b. Neutral (0 responds)
- c. Disagree (0 responds)

Q.2 活動時，團隊成員願意積極討論、發表意見且提出有助於改善團隊的方法

Q 2 Group members were willing to discuss and give out advice to make our group better

- a. Agree (40 responds)
- b. Neutral (0 responds)
- c. Disagree (0 responds)

Q.3 活動中意見不合時，夥伴們會發揮團隊精神對事不對人且很快的解決問題

Q 3 Team members focused on what was right, not who was right, when resolving conflict or other problems.

- a. Agree (34 responds)
- b. Neutral (6 responds)
- c. Disagree (0 responds)

Q.4 活動時，我能發現其他夥伴們需要幫忙並給予幫助

Q 4 I could notice my teammates' difficulties and gave them a hand.

- a. Agree (29 responds)
- b. Neutral (10 responds)
- c. Disagree (1 responds)

Q.5 活動時，我很清楚這次活動的宗旨

Q 5 I was clear to the goals of the event

- a. Agree (29 responds)
- b. Neutral (10 responds)
- c. Disagree (1 responds)

Q.6 活動時，領導者有一致的標準

Q 6 Leaders demonstrated and adhered to a consistent set of values and standards.

- a. Agree (21 responds)
- b. Neutral (17 responds)
- c. Disagree (2 responds)

Q.7 活動時，領導者有以身作則

Q 7 Leaders led by example during the event

- a. Agree (30 responds)



- b. Neutral (9 responds)
- c. Disagree (1 responds)

Q.8 活動時，我會定期和組長會報進度

Q 8 I gave updates of my work to my leaders regularly.

- a. Agree (25 responds)
- b. Neutral (12 responds)
- c. Disagree (3 responds)

Q.9 活動後，我和夥伴們之間的溝通更順暢且衝突減少

Q 9 I had less conflict with my colleagues after the event

- a. Agree (29 responds)
- b. Neutral (9 responds)
- c. Disagree (2 responds)

Q.10 活動後，我感受到夥伴們會對我的工作給予肯定和鼓勵

Q 10 I could feel that my colleagues would praise and encourage me more after the event

- a. Agree (21 responds)
- b. Neutral (15 responds)
- c. Disagree (4 responds)

Q.11 活動後，我可以更自在地向其他夥伴尋求工作上的幫助

Q 11 I could ask my colleagues for work assistance more freely after the event

- a. Agree (20 responds)
- b. Neutral (16 responds)
- c. Disagree (4 responds)

Q.12 活動後，在工作上我比較會傾聽夥伴們的意見

Q 12 I am more willing to listen to my colleagues' advice at work after the event

- a. Agree (23 responds)
- b. Neutral (13 responds)
- c. Disagree (4 responds)

Q.13 活動後，我更願意參與公司活動

Q 13 I am more willing to participate in events held by my company

- a. Agree (23 responds)
- b. Neutral (15 responds)
- c. Disagree (2 responds)

Q.14 活動後，在工作上我覺得我更加有責任感

Q 14 I become more responsible to my work after the event

- a. Agree (24 responds)
- b. Neutral (13 responds)
- c. Disagree (3 responds)

Q.15 活動後，在工作上我更願意嘗試新的方法

Q 15 I am more willing to try new ways to solve tasks in my daily duties after the event.

- a. Agree (26 responds)
- b. Neutral (10 responds)
- c. Disagree (4 responds)

Q.16 活動後，我覺得工作氛圍變得比較舒適、輕鬆

Q 16 I think the atmosphere at work is more comfortable and relaxing after the event

- a. Agree (29 responds)
- b. Neutral (6 responds)
- c. Disagree (5 responds)

Q.17 活動後，我會想充實自己以便在工作上表現更好

Q 17 I would like to enrich myself in order to perform better at work after the event

- a. Agree (26 responds)
- b. Neutral (12 responds)
- c. Disagree (2 responds)

Q.18 活動後，我更能調適工作壓力

Q 18 I could handle the stress from work better after the event

- a. Agree (19 responds)
- b. Neutral (14 responds)
- c. Disagree (7 responds)

Q.19 活動後，我更理解且認同公司各項政策標背後的目標

Q 19 I am more committed to the policy and the goal of my company

- a. Agree (22 responds)
- b. Neutral (14 responds)
- c. Disagree (4 responds)

Q.20 活動後，我更樂於介紹公司給他人

Q 20 I am more willing to introduce my company to others after the event

- a. Agree (24 responds)
- b. Neutral (13 responds)

c. Disagree (3 responds)

Q.21 活動後，我會願意和其他人談論公司的目標和願景

Q 21 I am more willing to share my company's mission and goal to others after the event

- a. Agree (22 responds)
- b. Neutral (13 responds)
- c. Disagree (5 responds)

Q.22 活動後，我感覺我的工作沒有這麼的枯燥乏味

Q 22 I think my work is more interesting after the event

- a. Agree (20 responds)
- b. Neutral (14 responds)
- c. Disagree (6 responds)

Q.23 我覺得活動時的向心力有延續到工作上

Q 23 I think the cohesion of the preparation team have continued to my work.

- a. Agree (36 responds)
- b. Neutral (4 responds)
- c. Disagree (0 responds)

Q.24 我覺得參與此類活動，我有感受到.... (複選)

Q24 I had experienced some of the points during participating in the event (Multiple)

- a. 意識到向心力的存在 Realized cohesion (29 respond)
- b. 經歷團隊向心力 Experienced cohesion (36 respond)
- c. 樂於執行有助於提升向心力的事物 Willingness to help to enhance cohesion (32 respond)

- d. 樂於宣傳向心力Willingness to spread out cohesion (27 respond)
- e. 無感覺Didn't feel anything (1 respond)

Q.25 有沒有建議或想和我們說的話？

Q25 Any suggestions or opinions?

- 活動很有意義！很棒
- 很感謝能參與這次經驗，看到小朋友的笑容感覺很好！
- 謝謝各組負責人的規劃跟付出
- 感謝所有人
- 願下一次、下下次、很多次的活動能帶來更多的祝福:)
- 謝謝負責的組長們勞心勞力的場勘跟事前的準備
- 活動非常好，可增進同仁感情及培養團隊向心力；在付出的背後，其實可以獲得更多。公司活動每年都需要持續舉辦，可以加入更多創意及結合公司運動。
- 辛苦了 加油！
- 活動很棒要繼續堅持
- 你們是最棒的
- 很期待有下一次
- 希望擴及偏鄉地區送愛
- 我們可以成為很棒的團隊
- 很棒的活動
- 辦的活動很好，繼續加油！
- 很有意義的活動，感謝主辦單位協辦單位的付出。
- 工作人員們辛苦了，謝謝大家的用心。

## C. Reports and videos

### House of Dream Organization Magazine report

**搖滾吧！科技！**  
牧德科技夏令營

夢想之家不僅陪伴孩子，更希望幫助孩子發展更多未來的可能性。在這個瞬息萬變的時代裡可以找到屬於自己的一片天。這個暑假牧德科技特別為夢想之家的孩子們舉辦科技夏令營，讓學習資源比較不豐富的孩子們可以對科技產業和未來趨勢有更多的認識。

這一次的營隊是牧德科技第一次和非營利組織合作舉辦夏令營，許多員工特地請假來帶領營隊，希望能透過他們的專業，讓孩子們對科技業有更多的認識，也和孩子們有更多的接觸，帶給他們一個快樂的暑假回憶。

在為期三天兩夜的營隊中，牧德科技準備了豐富的知識與活動課程，工程師們以有趣的方式講授 AI 人工智慧和物聯網，讓孩子們更多了解未來趨勢的脈動，為開啓孩子們學習的胃口，也準備一人一套「大人的科學」教材，讓他們實際動手做，不僅如此，牧德科技的同仁們更透過團隊運動課程與夢想之家的孩子們建立深厚的關係。

謝謝汪光亞董事長與牧德科技全體同仁的用心接待，讓夢想之家的孩子能有如此快樂美好的學習體驗。孩子們對於這一場夏令營的回饋良好，許多孩子意猶未盡，回來之後仍不斷談論著！這次豐富的課程，真的為孩子們的暑假畫上一個美好的句號。

左圖：牧德科技夏令營海報  
上圖：動手做大人的科學教材  
下圖：透過團隊學習團隊合作

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### Hsinchu MacKay Memorial Hospital Facebook page

facebook 註冊 電子郵件

新竹馬偕紀念醫院 Hsinchu MacKay Memorial Hospital  
2019年12月24日下午8:00 · 🌐

【兒童病房聖誕關懷活動】

誠摯感謝 🙏🙏  
瑞信兒童醫療基金會  
快德科技  
#兆豐銀行  
#姊妹姐姐與小姊妹們

他們自發性地來病房關懷這些孩子，  
安排了許多精彩好玩的遊戲與表演 ❤️  
更重要的是每位小朋友  
都得到了聖誕老人親自送來的禮物，  
讓孩子們既開心又興奮 🎁🎁  
在這裡也祝福全天下的大朋友小朋友 🍀

🎄 聖誕節快樂 🎄  
#今年的冬天很溫暖  
#感謝各界的愛心與關懷  
#MERRYCHRISTMAS  
#HAPPYNEWYEAR

👉 Follow us :  
新竹馬偕醫院官網 : <http://www.hc.mmh.org.tw>  
YOUTUBE頻道 : <http://t.cn/Ea0JzG>  
歡迎點喜歡 ❤️ 訂閱 🔔 鈴鐺 🔔，隨時有新影片喔 !!

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## Hsinchu MacKay Memorial Hospital Youtube channel

