

Analysis of How to Improve Internal Staff Cohesion from the Perspective of Knowledge Management and Cultural Management——Taking ByteDance as an Example

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Abstract: Knowledge management and cultural management, as two modules in enterprise management, do not have any relationship or connection between gain and cohesion. By taking ByteDance as an example, this study discusses the positive impact of good knowledge management and cultural management system on the cohesion of employees and the development of the company from the perspectives of internal and external atmosphere achievements. The research concludes that a good knowledge management and cultural management system has a positive impact on the cohesion of employees, and has a positive effect on the development of the enterprise.

1 Introduction

In the 21st century, with the rapid development of the 5G era and the economic era, knowledge management and cultural management of enterprises have also become an inevitable requirement for enterprises to improve employee cohesion. In the "2021 Global Unicorn List" released by the Hurun Research Institute, ByteDance was successfully selected as the largest unicorn. ByteDance has such a growth rate in just 10 years, not only inseparable from an excellent organizational structure, but also inseparable from the self-driving ability of employees and the strong corporate knowledge management and cultural management behind it. Therefore, this study takes ByteDance as an example. Find content related to ESG, CSR, knowledge management, and cultural management through literature research. The data analysis of Byte's 2021 Social Responsibility Report through quantitative methods provides data support for the realization of Byte's achievements and social contributions. Research is carried out by combining the above quantitative and qualitative methods. Analyze whether knowledge management and cultural management can improve the cohesion of employees, thereby enhancing the overall combat effectiveness of the enterprise.

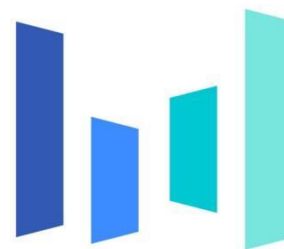


Figure 1. The picture above shows the ByteDance logo [1].

2 ByteDance's knowledge management system

2.1 Online learning

Through the Xiaohongshu survey, Bytestyle shares that ByteDance's knowledge management is relatively mature, and said that there are more online knowledge websites and software that can be provided for employees to learn. Employees can learn knowledge in various departments and different fields independently through the Learning online learning platform. They can browse the resources of various companies in the wiki knowledge base, and they can also find company culture, face-to-face conversations with the CEO, and the application of c++ in ByteDance; they can get a valuable book in each issue in Byte FM, and sort out the dry goods and knowledge in the book. Of course, employees can join the various courses in the bytetalk platform independently [2].

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2.2 Offline incentive activities

ByteDance has launched an offline "Spark Plan" system training for new employees. Through 3 months of online and offline training, new employees have quickly developed their business, and they have also participated in the form of senior brothers and sisters to improve their personal business skills and at the same time. Teamwork and communication skills.

Through the Chinese campus activity website, the research learned that ByteDance has an offline scholarship program worth 100,000 scientific research bonuses, which is aimed at the mainland [3].



Figure 2. 2021 BYTE CAMP competition scene [4].

Through the learning of online software and platforms, employees can adjust their time and learn flexibly daily, which not only increases their ability and knowledge but also learns the knowledge and processes of other departments, which improves the transparency of internal resources and information flow improve the technical skills and self-discipline of employees. It also helps ByteDance to introduce high-quality talents from colleges and universities through various offline activities. It can also use the power of the enterprise to solve problems with professional knowledge, improve the social value of the enterprise, and enhance the employees' enterprise confidence and identification with the enterprise. ByteDance improves the quality of employees from the inside to the outside, enhances teamwork and communication skills, and further improves the company's internal cohesion through the combined effect of online and offline.

3 ByteDance's cultural management system

3.1 Internal Environment-Social-Government

3.1.1 Environment

Zhang Yiming, the founder of ByteDance, said at Tsinghua University and Qian Yingyi: Byte's core competitiveness is directly related to products, behind the products is the technical system, and behind the technical system is the team and culture[5]. Through interviews with ByteDance's current employees, we learned that ByteDance's employees advocate an engineering culture, and their work revolves around the three keywords of efficiency, freedom, and equality. Work efficiency improves the transparency of internal information by

weakening the hierarchical title, and keeps the Objectives and Key Results of the company management open to subordinates, making the company more open, equal and transparent.



Figure 3. ByteStyle is fundamental to corporate culture at ByteDance and represents the principles we uphold as employees [6].

3.1.2 Social

Through employee interviews and on-site investigations of ByteDance. ByteDance manages employee benefits very well. ByteDance attaches great importance to the health of its employees. It will provide each employee with regular health checks, and open a free gym for employees. Even employees who go to Chinese medicine massage will be reimbursed 400 yuan per month. At the same time, Bytes is an activity day on Wednesday and Friday every two weeks. On that day, employees can go to various places where the company cooperates to play for free. In addition to the first time, Byte is also very friendly to employees from other places. It will provide rent subsidies for employees who rent, and even pay additional commercial insurance for regular workers in addition to the top five insurances and one housing fund.

3.1.3 Government

As an Internet company, ByteDance actively responds to the country's network requirements and compliance requirements for the Internet, and quickly updates internal specifications for the implementation of various regulations. And, on the one hand, ByteDance has implemented a privacy protection mechanism in the byte-based app product segment. On the other hand, the data protection capabilities at the management and technical levels have been strengthened in terms of data, transmission, storage and use.

ByteDance has improved the self-quality of internal employees from the inside out through very good control of internal ESG, instilling in employees that they only need to work hard, and companies don't need to worry about other things, which strengthens employees' awareness of the company. A sense of identity and belonging.

3.2 External Corporate-Social-Responsibility

3.2.1 Byte Public Welfare

ByteDance launched a digital public welfare platform in 2021. By showing the public welfare scene, it has inspired more people to participate in public welfare undertakings. As of February 2022, ByteDance Public Welfare has already 216 public welfare organizations launched 154 public welfare projects, and a total of 3.45 million people raised donations. Not only that, ByteDance uses technology to solve practical problems, and helps separated families find lost people through technical positioning.



Figure 4. Left: Before the renovation of the No. 1 Junior High School in Kangdian Town, Gongyi City, Henan Province. / Right: After repair [7].

3.2.2 Sustainable rural development

Byte launched the "Byte Rural Plan" to promote sustainable rural development. Among them, the "Village Guardian" program brought 3.678 billion precise exposures to 934 villages, making many villages a popular check-in place. In addition, Douyin e-commerce has driven 1.793 million agricultural special products to be sold across the country, and Douyin's three rural-related videos are played more than 4.2 billion times a day on average. This move has effectively optimized the marketing path of agricultural special products and rural cultural tourism content consumption, and has contributed to the training and support of rural talents.



Figure 5. The short video records the beautiful countryside, and also allows more people to see the good scenery and high-quality mountain goods in the village [8].

3.2.3 Technological innovation and R&D innovation

ByteDance now has more than 20,000 engineers, and as of December 2021, has applied for 16,000 patents worldwide. Byte not only optimizes the scientific research

environment, but also carries out a series of activities and encourages employees to carry out scientific research innovation and research and development, and through cooperation with universities, cultivate innovative reserve talents for the country and the industry, and encourage college students to actively participate in scientific and technological innovation [9].

From ByteDance's 2021 Social Responsibility Report, it is not difficult to see that ByteDance has not only made considerable contributions to corporate stakeholders in terms of public welfare, rural sustainable development and technological innovation, but also improved internal staff. Cultural identity, by encouraging employees to do public welfare, also enhances employees' sense of social responsibility. It also enables stakeholders to better understand ByteDance's culture externally, and improves the cultural identity of external stakeholders to ByteDance., to enhance the trust and loyalty to the ByteDance brand, better provide more opportunities for the development of ByteDance in various fields, and further help ByteDance to develop better in an all-around way.

4 How knowledge management and cultural management can improve cohesion

Through knowledge management of online software and offline activities, ByteDance has inspired employees to study after work, improved their professional knowledge and overall quality, and improved the relationship with employees through communication and collaboration with departments. The tacit understanding improves the transparency of internal resources and the circulation of internal information, enhances the work efficiency of employees, and improves the trust of employees in the byte team. When team trust is high, team satisfaction, team efficiency and cohesion can be improved [10]. Improve employee and team creativity through a positive organizational learning culture, leadership development, and team development, which is positively correlated with team cohesion [11].



Figure 6. Good team cohesion [12].

5 Conclusion

Through the internal control of ESG compliance,

ByteDance helps employees from the inside out to better improve employee happiness and corporate self-confidence in terms of working environment, employee welfare and life, and formulate from compliance with national network laws and regulations The internal employee code of conduct and internal provisions of the company restrict employee behavior and rigid standards, which improve employees' sense of job security; through external compliance with CSR, development is not only considered from the profit goal of Byte itself, but also integrates Byte's contribution to society. With a good cultural management system, the enterprise can improve the employee's corporate self-confidence and the social influence of the enterprise, thereby improving the employee's sense of corporate honor and employee cohesion. The following conclusions can be drawn: a good knowledge management and cultural management system has a positive impact on the cohesion of employees, and has a positive effect on the development of the enterprise. Having a good knowledge management and cultural management system can improve the cohesion of employees, thereby enhancing the overall combat effectiveness of the enterprise.

The data in this study mainly takes ByteDance as an example, mainly online second-hand data. In the future, we can collect more offline data collection methods to obtain the latest data, and we can also analyze the knowledge management of multiple companies. And cultural management situation, analyze, to prove the conclusion that a good knowledge management and cultural management system has a positive impact on the cohesion of employees and the development of the enterprise.

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