

Study on Recruitment Work of ByteDance under the Perspective of Diversity and Globalization

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Abstract. To calculate employee who has been recruited by ByteDance, the paper has found that recruitment work of ByteDance has changed a lot, as the company realized which aspects of staff should be emphasized. This paper revealed the main aspects for explaining the reasons among recruitment work of ByteDance. Thus, under the perspective of diversity and globalization, we need understand the strategies for recruitment work of ByteDance.

Keywords: Culture; Micro Video; Tik-Tok; Diversity; Globalization.

1. Introduction

ByteDance Technology Co., Ltd. is a multinational Internet technology company located in Beijing, China. The company was founded in March 2012 by Zhang YiMing, and its products are "Today's headlines", "Volcano Videos", and "TikTok". As of July 2019, ByteDance products and services have covered 150 countries and regions, 75 languages, and once ranked at the top of the app store list in more than 40 countries and regions.

The majority business structure of ByteDance is the production and propagation of news information and micro videos. Develop advertising, online education, finance and knowledge payment services based on its news and micro video channels (ByteDance, 2019). ByteDance's businesses covered globally and internationally, which needs staff to focus on creating a climate of development in diversity and inclusion to pursue comprehensively managing the company.

2. Recruitment and Selection

As a senior manager of the HR department in ByteDance, Mr. X needs to accurately grasp the personnel type and specialist required by each department positions to ensure a fair and effective recruitment process:

1. Aligned with the job and goals of ByteDance, an accurate and clear job description is an important step to promote the effectiveness of the recruitment process.
2. Legally compliant, use of (EEOC)Equal Employment Opportunity Commission legal perspective to ensure the fairness of the recruitment process.
3. Expand the channels of recruitment information into formal and informal style to increase the effectiveness and applicant pool of recruitment.

A clear job description developed before the recruitment is to interview folks who do the same job and work closely with the person on that job before posting the job description.

To create a climate diversity of ByteDance in the recruitment process, employee needs to recognize the visible diversity differences. According to our lecture, the organization's variables element includes marital status and education, skills, and years. The key factors include race, gender, ethnicity, age, cultural background, social class, disability, and sexual orientation. To formalize with both visible and invisible diversity difference is great for measuring and matching each position fairly. According to (Michalle E. Mor Barak .2016), "Attending to the inequities experienced by the most economically disadvantaged and marginalized groups in society makes a significant contribution to greater equality at work for all. " As we expand our understanding of discrimination to include the systemic and structural dimensions of group-based inequality, the convergence of anti-discrimination law with other areas of international labor law helps to empower workers (Preuss. A, 2016). Employee

will emphasize to all the candidates that our company's recruitment objectives and work environment will be in full compliance with EEOC laws and regulations to ensure the fairness and effectiveness of the recruitment process as far as possible.

In terms of expanding the recruitment channels, based on the pursuit of diversity and inclusion of organizations, the employee will encourage and execute recruiting any qualified person to join our team nationwide. The recruitment information can release to the formal structure to online and offline platforms nationwide (e.g., LinkedIn, Smart Recruiters, Workable etc.). Informal recruitment structure can implement the "Merger Recruitment" and "Invitation system". For example, in ByteDance, the education video content module sector's development is weak, and it is not easy to gather and cultivate relevant talents in the short term. The staff is going to investigate other successful education contents create groups as part of our educational video content module or merge the mature education sectors group to meet our organization conditions. The invitation system is based on the successful worldwide people recognized and achieved in a relevant professional field with the business market. The staff will invite them to provide their management strategies and suggestions as our organization's development references. This informal recruitment method can significantly save the recruitment and training costs of relevant talents and ensure the selection is job-related and valid.

3. Negotiations and Salary Decisions

In this section, the staff will be aware of everything should be based on how well the employee fit with the job. Before making the salary decisions, the staff will access the salary.com database to test the employee's qualifications for the relevant position. The data result from the salary.com database as a reference can help me make salary decision well. In addition, the staff also needs to look at positions internally - how it will fit into the broader "scheme". According to the salary.com database result and the internal assessment positions, my salary trajectory is set by basic salary, stock, and bonus (Salary.com,2021).

In the negotiation section, the staff will keep track of my offering is according to the analysis from salary.com that make sure equity within the relevant position. The selected staff will emphasize that my offering is fair to anyone who joins our group. The authorized data and references from salary and career research and analysis avoid negotiation in this section. The staff should have set the negotiation opportunity as needed, but not support this happen if the employee can.

4. Performance Management

Performance management emphasizes the consistency of organizational goals and individual goals and emphasizes the synchronous growth of the organization and individual. Forms a "win-win" situation; Performance management embodies the idea of "people-oriented", which requires the joint participation of managers and employees in all aspects of performance management.

First, the formulation of a performance plan is the fundamental link of performance management. The staff needs to call on the management representatives at all levels of the organization to break down objectives between departments and individual employees according to the macro goals of the organization.

Then, performance counselling and communication is an essential part of performance management. If this part of work is not in place will cause performance management not to be implemented. The staff will make a regular meeting system to track all departments and employees' individual goals and give timely and practical performance guidance and feedback in this process. Finally, performance appraisal is the core of performance management. The staff will use a Behaviorally anchored rating scale (Bars) to ensure that the performance appraisal is fairly determined. According to our lecture from class, the Behaviorally anchored rating scale (Bars) defines performance levels using critical incidents and arranging them from best to worst. My rating scale

will follow 1–5-point scales and set criteria from "unsatisfied, satisfied, need improving, excellent, and very excellent level". It is helpful for providing in-depth examples and ensuring all managers on the same page promote the rating development is distributed fairly. (PPT.Ch.10)

5. Succession Planning and Promotion

Succession planning includes preparing employees for possible roles in the future. In succession planning, positions that are usually filled internally are selected, potential successor roles and incumbents are determined, and everyone knows that the purpose of succession planning is to match the organization's needs with the interests of employees.

To the achievement of fairly determine who should promote, the employee will take the future-focused practice of identifying from the knowledge, skills, and abilities to perform certain functions and then develop a plan to prepare multiple individuals to perform those functions potentially. The selected staff will give an equal competitive opportunity to people who qualified for the promotion and verify focus on their contribution to ByteDance rather than their different cultural background.

6. Networking/Mentoring

In the workplace, networking is the act of maintaining a personal and professional contact list that can play a crucial role in career advancement. To create and maintain a beneficial network, employees will seek opportunities to grow and expand my network. My network enlarged valid to consist of various people from my coworkers, family, friends, professors or fellow students, professionals in my field, clients or customers, Personal acquaintances, and even people we would meet with during my off-work activities. The resources from multiple aspects can effectively provide equal access to valuable networks.

In nowadays, networking resources practical quickly and easily be processed through technology. The internet is a valuable resource for me to creating, cultivating, and communicating with my contacts. We will use social media platforms (e.g., Linking, WeChat, QQ, GroupMe, Facebook) to reach out to professionals for ByteDance, reconnect with my old friends, and start a conversation with the people we meet on the job. Sending a friend request or a brief message to a new contact may enlarge the exposure and visibility of ByteDance. In the other aspect, the challenging assignments will be giving stretch assignments that align with ByteDance's career goals and provide equal access to mentors in the future.

7. Wellness at Work

A health plan is an action plan designed to achieve the health of everyone in the organization. Health means multidimensional health and satisfaction. According to our lecture, "A satisfying, healthy, productive life that includes work, play and love; that integrates a range of life activities with attention to self and personal and spiritual development; and that expresses a person's unique wishes, interests and values. It contrasts with an imbalance of a life dominated by work, focused on satisfying external requirements at the expense of inner development and in conflict with a person's true desires" (Ma & Hu, 2021).

There are many aspects of personal health, each of which must be cultivated, developed, and maintained to achieve the best overall health. To promote diversity and inclusion, I will take Emotionally wellness and Physical wellness programs to my organization employees in the wellness plan aspect.

Emotionally wellness focus calm improves employee well-being by promoting better sleep, reducing stress and anxiety, and developing more mindfulness. Bytedance's current efforts in the emotional wellness plan include providing a gym, lunch break room, and three meals buffet a day for all employees. These welfare resources can help employees to relax and keep healthy. Considering that the organization pursues the spirit of continuous learning and innovation, employees will get the

top leader's support to establish an internal library to satisfy everyone's reading resources to support employees continue learning action. Those resources promote employees enjoying and happiness a stay in such a healthy work environment. Physical wellness is medical wellness. For medical wellness, employees will provide the same level of health insurance benefits for all the employees. ByteDance' employees will be getting regular medical check-ups and using preventative healthcare for free during their serve duration. The same benefits resources level provides to people who work there is strong support for promoting diversity and inclusion. This represents that we respect enough of the multicultural group's growth from emotional wellness and physical wellness.

8. Training and Professional Development

For shaping the training program, we should recognize the diversity training is a distinct set of programs aimed at facilitating positive inter-group interactions, reducing prejudice and discrimination, and enhancing the skills, knowledge, and motivation of people to interact with diverse others. According to (Fernandes. P,2020) "A well-designed [diversity and inclusion] training program can elevate employee morale, boost customer satisfaction, and drive bottom-line business success,"

The best way to ensure that diversity training successful is to tailor it to ByteDance's needs from implements the "survey software" focused on my employee's knowledge, skills, abilities. After the survey is complete, employees can learn what happens in the organization's streets and fellow citizens who need relevant job training. There is an exploration which proved that the short video format and machine recommendation has been regarded as the most important internet trends of the past three years.(Brennan, 2020: 3)

Understanding each positions requirement and function's KSAs (Knowledge, Skills and Abilities) needs to collect from the survey can define who needs training with specific training programs. After that, employees will take rolled out global training programs, covering topics such as onboarding, project management, cross-cultural intelligence, and English language. The track of training result can be the other factor in shaping my training program. By analyzing the training result and feedback from each training program team, the staff is able to see whether employees have equal access to all job-relevant training.

9. Summary

A good return on investment depends on the risk tolerance of investors and the time required for an investment to generate returns. Some assets that take longer to repay usually need a higher rate of return to attract investors.

The pre-initiative data employees need to capture are employee satisfaction rate, diversity, entry application rate, performance level, and turnover rate. We also need the same topics with the pre-initiative and collected the post-initiative data after all the training programs complete. According to the calculated result from pre-initiative and post-initiative data to verify my efforts demonstrating ROI.

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