

# ***Research on the Adaptability of BOSS Zhipin Employment in Organizational Management in the Internet Era***

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**Abstract:** In the context of the Internet era, online recruitment platforms have become the major choice of job seekers, but improper management of the platform have caused some problems. Based on the company data of the 2013-2023 BOSS Zhipin platform and a series of difficulties it has experienced, this paper uses case analysis and literature research methods to study corresponding countermeasures and put forward a series of suggestions for the organizational behavior management of the platform. Expand business scope and diversify revenue streams; Harmonization of prices and establishment of a fair charging mechanism; Strengthening the audit mechanism to ensure the safety and reliability of the platform will improve the management of the enterprise. This article expands the public opinion consequences of problems in enterprises in the context of the Internet, and at the same time provides development countermeasures for enterprises.

**Keywords:** Internet era, Online recruitment platforms, BOSS Zhipin, Behavioral organization management, Platform construction

## **1. Introduction**

During the 2018 World Cup, the advertising slogan "If you are looking for a job, we can let you talk directly to your BOSS" went viral all over the Internet. With the rapid development of the Internet, online recruitment platforms have become the first choice for young people to find jobs. However, there are some organizational management problems in the BOSS Zhipin platform that have not yet been solved. These issues have a crucial impact on the interests of job seekers and the secure operation of the platform. From the perspective of behavioral organization management, this paper attempts to summarize the existing problems through the analysis of the current situation of BOSS Zhipin's operation, discuss new strategies to solve this series of problems, and further clarify the direction that BOSS Zhipin can strive for in organizational management in the future.

## 2. BOSS Zhipin in China Domestic Job Board Industry

### 2.1. Current Status of the Domestic Job Board Industry

The use of the internet for recruitment and job searching, known as online recruitment and job search, has been prevalent in China since 1994. It has gone through three stages of traditional recruitment, transformation and upgrading, and innovation mapping, and is now in the era of intelligent recruitment. With the rapid advancement of internet technology, China's online recruitment platforms have expanded and diversified, covering all aspects of the recruitment industry and improving the overall industry chain. According to Scorch Knowledge Consulting, the market size of China's online recruitment services is projected to grow from 55.2 billion yuan in 2020 to 223.4 billion yuan in 2025, with the online share expected to increase from 32.3% to 50.1%. The percentage of candidates using online recruitment channels has also increased from 11.3% in 2015 to 17.9% in 2020, with an expected increase to 34.9% in 2025. Similarly, the percentage of enterprises using online recruitment channels is expected to increase from 16.9% in 2015 to 24.8% in 2025. Online recruitment has become the mainstream mode of recruitment services. BOSS Zhipin has gained popularity among users with its catchy slogan "Find a job, talk to the BOSS" and continuous optimization of its operations and user experience. Based on its average monthly active users and online recruitment revenue, BOSS Zhipin has become the leading recruitment service provider in the Chinese market and the largest online recruitment platform in China [1]. BOSS Zhipin Q1 costs and expenses of 1.374 billion yuan, Year-on-year growth of 19.9%.

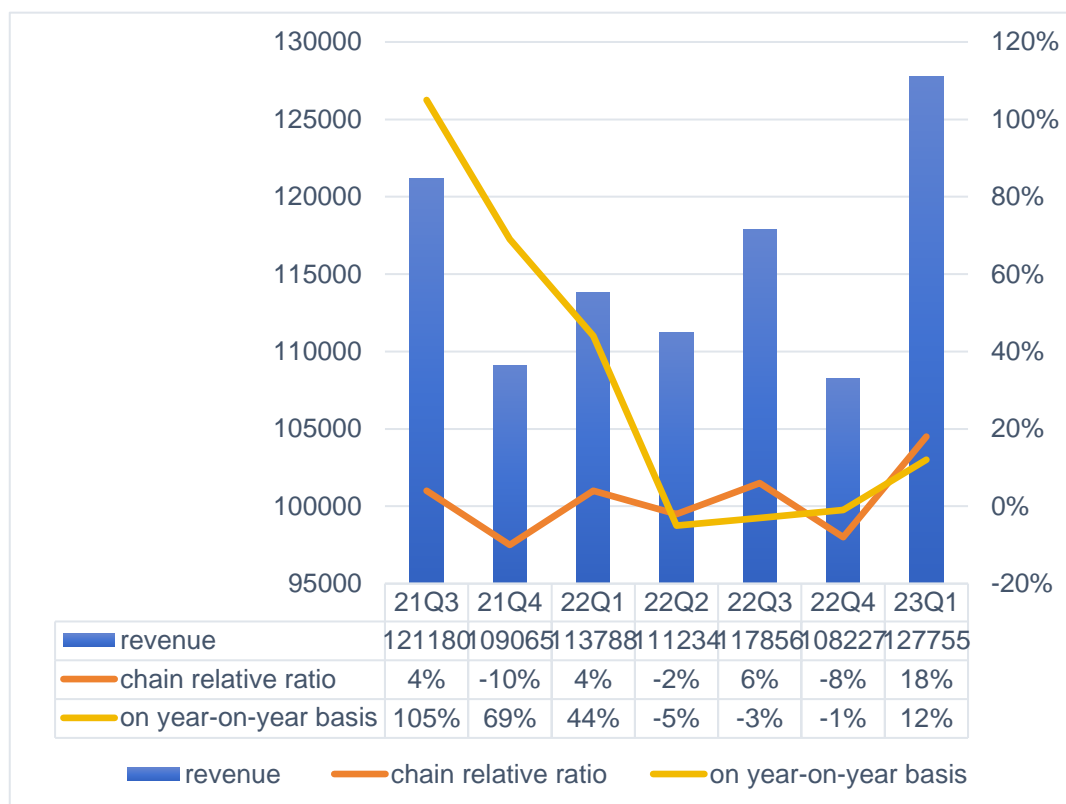


Figure 1: BOSS Zhipin's recent revenue situation

As can be seen from graph 1.1, BOSS Zhipin Q1 has an adjusted net profit of 245 million yuan, Up 102% year on year.

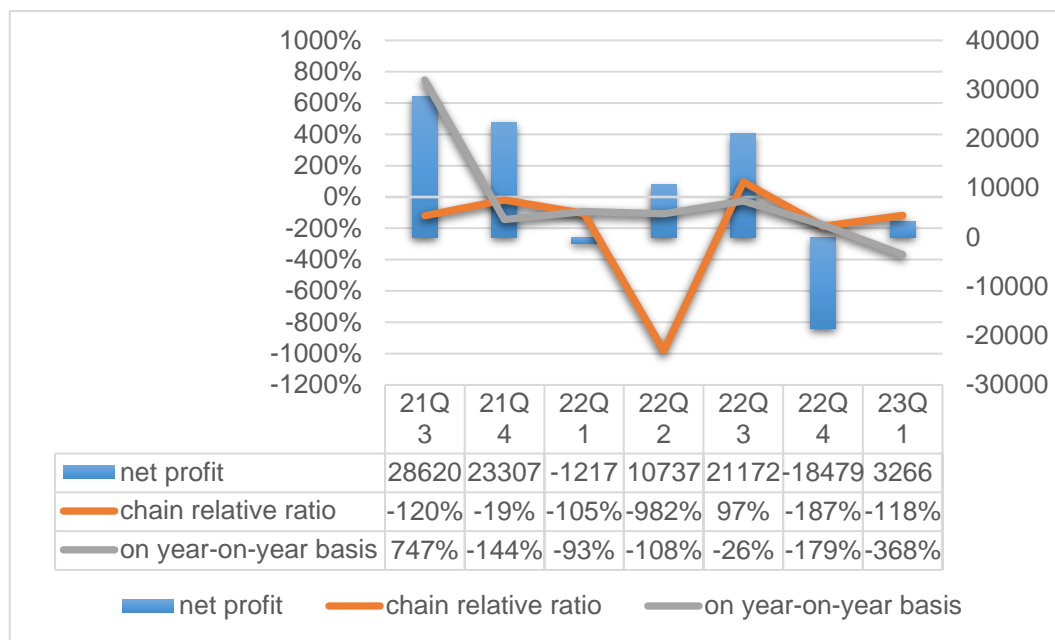


Figure 2: BOSS Zhipin's recent net profit situation

In the first quarter of this year, BOSS Zhipin revenue was 1.278 billion yuan, up 12.3% year on year, while the net profit was 33 million yuan, up 102.3% year on year. Although BOSS Zhipin's business conditions have picked up, several exposed have not been solved.

## 2.2. Future Business Outlook of BOSS Zhipin Using PEST Analysis

### 2.2.1. Political Factors

The Chinese government has been encouraging entrepreneurship and introducing policies to support mass entrepreneurship and employment. As a result, the demand for online recruitment has increased, and platforms like BOSS Zhipin have witnessed new developments in the internet recruitment industry.

### 2.2.2. Economic Factors

China's economic structure has been undergoing continuous transformation and upgrading, with the tertiary industry's contribution to GDP steadily increasing. The tertiary industry has also been a significant source of employment [2]. The pressure of economic downturn will further push for the transformation and upgrading of the economic structure, increasing the demand for high-quality recruitment services on the internet. This presents both opportunities and challenges for the future development of BOSS Zhipin.

### 2.2.3. Social Factors

The number of people in China with skills and qualifications will reach nearly 900 million in 2023. With the integration of information technology in various industries, enterprises are placing higher requirements on individuals, particularly in traditional service areas. This creates a need for education, training, and other services related to personal development, which can be provided by online recruitment platforms like BOSS Zhipin. To ensure future growth, BOSS Zhipin needs to expand its online service offerings and improve its service quality.

#### **2.2.4. Technological Factors**

The development of 5G technology enables the Internet of Things and has a significant impact on various industries. It not only supports the development of smart healthcare, energy, transportation, and industrial applications but also creates more job opportunities. For BOSS Zhipin, technological advancements help improve service quality but also intensify competition within the industry.

### **2.3. Overview of BOSS Zhipin**

#### **2.3.1. Introduction to BOSS Zhipin**

BOSS Zhipin is an online recruitment app that pioneered the development of the mobile internet "Direct Hiring" model globally. It was launched in July 2014 and was listed on NASDAQ in June 2021. The app allows applicants and employers to communicate directly, providing a way for the direct participation of the final decision maker in online recruitment. It continuously pursues multi-dimensional intelligent matching between positions and talents, and builds an efficient, convenient, and easy-to-use job recruitment platform for both recruiters and job seekers with cutting-edge artificial intelligence technology applied. The core of the app is "mobile+intelligent matching+direct chat", which introduces online chat into recruitment scenarios.

#### **2.3.2. Business Model of BOSS Zhipin**

In the early stage, BOSS Zhipin adopted a fire-new direct recruitment model and distinctive advertising marketing, hiring Liu Tao, Shen Teng, and others as spokespersons for celebrity effect. It quickly rose on recruitment platforms and seized market share by those steps. In the later stage, it integrated online and offline channels, with precision marketing activities, to improve the user service experience. Online BOSS Zhipin launched the brand strategic IP image "Zhizhi", built a complete IP ecological chain by content marketing, and interacted with users through microblog and WeChat official account to establish long-term emotional connection with users, which enhances customer loyalty and emotional dependence. Its core competitiveness is based on the matching algorithm of Big data, which provides matching services for recruitment supply and demand parties, and conforms to the general trend of industrial upgrading [3].

BOSS Zhipin mainly profits through the business model of "a tool purchased by enterprises to improve efficiency", and is currently exploring other directions such as charging search results to increase profits. It is an emerging recruitment model that adopts a disintermediation approach to build an online recruitment platform with efficient communication and information exchange for enterprises and professionals. It improves job search efficiency and shortens recruitment time for enterprises. At the same time, it improves the efficiency of matching people with positions through precise data algorithms. In order to attract more users, BOSS Zhipin is still improving the matching rate between job seekers and positions through similar optimization algorithms and data accumulation, and continuously improving product functions.

#### **2.3.3. Pain Points of BOSS Zhipin**

Firstly, BOSS Zhipin business is monotonous. It deeply focuses on online recruitment services and has an excessive focus on the pain point of "information equivalence" in the industry. This leads to a small number of features. Other online recruitment platforms have multi-channel linkage, such as school recruitment, training, head hunting recruitment, with obvious diversified and systematic characteristics.

Secondly, BOSS Zhipin currently only has ToB revenue as a source of income. It mainly profits through advertising fees and value-added service fees for recruitment companies. For example, when companies use functions such as "posting popular positions", "precise search resumes", and "posting positions at the top", they need to pay corresponding fees to the platform.

Other value-added services of BOSS Zhipin include VIP account, "Employment Express Card"-a service to increase resume attention, Competitiveness Analyzer, five personality tests, and "Fuel card"-a service that can post more questions in the community. On the other hand, other online recruitment platforms generate revenue by offering various human resource services such as process outsourcing, training, consulting, and headhunting. For example, 51Job's human resource service revenue is 2.156 billion yuan, accounting for 54% of the total revenue.

### 3. Dilemma Encountered in the BOSS Zhipin

#### 3.1. Marketing Status

##### 3.1.1. BOSS Zhipin has a Single Revenue Model and a Relatively Single Business

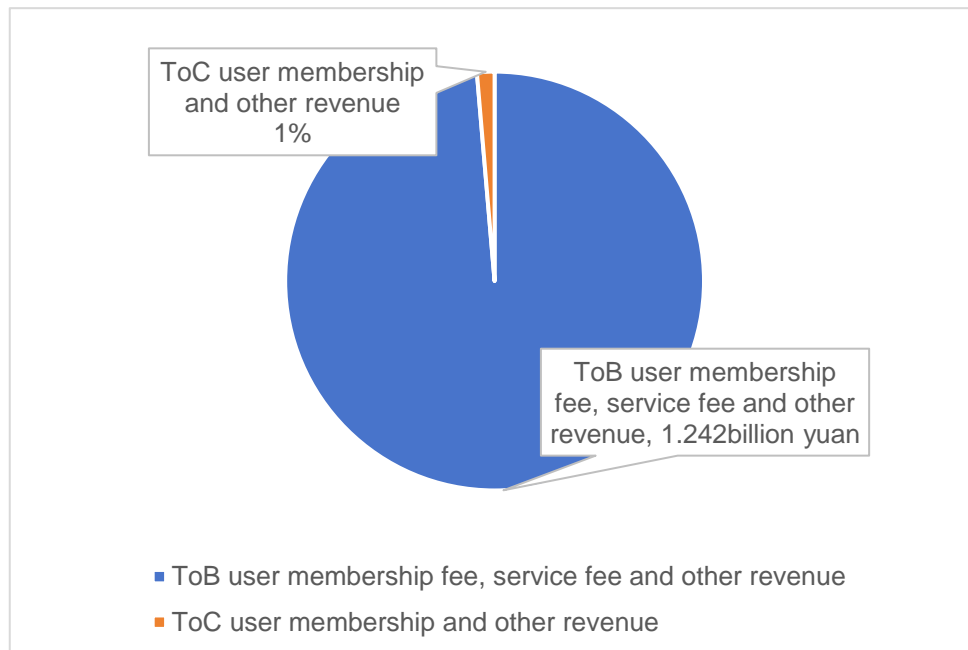


Figure 3: BOSS directly employed 2023Q1 revenue composition

Of the total revenue in the first quarter of 2023, online recruitment services from corporate customers was 1.26 billion yuan, accounting for 98.6% of the current revenue. BOSS Zhipin's revenue model is too single. In addition to the highly dependent B-end revenue, it needs to find another more balanced revenue item as soon as possible. In addition to the highly dependent B-end revenue, it needs to find a more balanced another revenue item as soon as possible. Compared with other online recruitment platforms, it will generate income through various human resource services such as process outsourcing, training, consulting, and headhunting services. For example, 51 job's human resources services revenue was 2.156 billion yuan, accounting for 54% of the total revenue [4].

##### 3.1.2. Price Chaos

BOSS Zhipin the same price is not unified, there are old users charge higher fees, in the absence of notice of cutting VIP service content and other chaos.

In March 2022, a consumer posted on the complaint platform that the BOSS Zhipin members had increased the fees charged to the old members, and that the prices of the old and new accounts of the same product were inconsistent. According to the poster, use the BOSS Zhipin's straight employment VIP account has been 328 yuan a month, now renewal up to 418 yuan, but with other accounts to view the renewal or 328 yuan, and complaints reflect this phenomenon is not alone. In April, a consumer filed a complaint, saying that BOSS Zhipin has directly raised the price of the position, the same business category, the same position, and the same money is different. Earlier in February, there were also consumer complaints that BOSS Zhipin removed all positions in the name of competition, which explained that the fierce competition required money to release the positions, but the peer BOSS Zhipin account near the company could still be used, and there was obviously big data-enabled price discrimination against existing customers. Although the platform has been adjusted, these events have greatly reduced users' impression and loyalty to the platform.

### 3.1.3. Platform Construction

Platform construction is an important issue. In the Internet startup boom, new platforms are emerging. Many platforms claim to be free, but in fact they are not charitable institutions, just derive benefits in other ways. The innovative side is good, but there is also the problem of savage growth. It is only after a problem that people realize that some platforms are on shaky ground.

Li wenxing, a 985-college graduate who applied for a job through BOSS Zhipin, was killed in Tianjin after allegedly suffering a pyramid scheme due to false recruitment information. After the rapid fermentation of the incident, major websites and social media rushed to report "the unfortunate death of Li Wenxing seeking employment", which caused widespread concern in the society. In the whole incident, MLM organization is the culprit, but the online recruitment platform does not assume due audit responsibility, which is tantamount to an accomplice. At present, BOSS Zhipin is still lack of special protection for graduates, labor departments of the emergence of a large number of entrepreneurial enterprises in recent years the supervision is not enough, resulting in the lack of social experience of college graduates are easy to be deceived [5].

If a platform can't guarantee enough security and reliability, it is likely to become a hotbed of malicious behavior. At that time, because BOSS Zhipin was too eager to make profits, there were loopholes in management and audit, which gave criminals an opportunity to take advantage of it. You only need to search the information of some small IT enterprises on Baidu, and recruiters can publish the recruitment information after registering, without uploading the business license. The platform has little substantive effect on the examination of enterprise qualifications. Some websites rely entirely on the business license to audit recruitment enterprises, providing a lot of space and loopholes for counterfeiters, so that criminals can take advantage of it, and eventually lead many job seekers to fall into pyramid schemes [6].

## 3.2. Organization and Management

### 3.2.1. Elimination of the Last Place

BOSS Zhipin implemented 361 performance appraisal system, which is considered to be "disguised layoffs." CEO Zhao Peng once announced in an internal all-staff email that the company conducts performance distribution twice a year, dividing employee performance into the top 30%, the middle 60% and the bottom 10%. This means that the bottom 10% of employees may be eliminated. For a long time, this last place elimination system has been faced with great controversy. On the one hand, the system can stimulate the enthusiasm of employees, but on the other hand, it violates the Labor Contract Law of the People's Republic of China and harms the interests of employees. In addition, a user who was certified as a BOSS Zhipin former employee revealed that his performance was not



in the bottom 10% and he was also cut. It can be seen that the 361 performance appraisal system implemented by BOSS Zhipin has considerable "flexibility". In order to complete the performance, employees often choose the decision that can improve the performance in the short term but damage the long-term development of the company to avoid being fired. This strict and undisclosed performance appraisal system makes the loyalty and talent attraction of the employees directly hired by the BOSS greatly decrease.

### 3.2.2.High Staff Turnover Rate

In recent years, the current personnel manager of a company in Beijing, as a paying customer of BOSS Zhipin, often receive calls from customer service personnel, all showing non-enterprise landline numbers, and the first sentence of the relevant customer service personnel is usually "due to the adjustment of the company's department, now I provide services for your company". To change a customer service staff, it is necessary to introduce the basic information and recruitment needs of the company repeatedly. Customers have doubts about the work handover during the change of customer service staff in BOSS Zhipin, which also makes enterprise users feel that the internal staff of BOSS Zhipin is unstable and the customer service is changed too frequently, which affects the communication efficiency.

In addition, there are direct sales staff of BOSS Zhipin who use their personal mobile phone number to contact customers to change service packages. And the sales staff is completely unclear about the company's paid packages. Customer service staff and sales staff are not clear about the situation of paying users, which reflects the chaotic internal management of BOSS Zhipin. For listed enterprises, beautiful financial data is important, but from the perspective of long-term development of enterprises, internal management is the foundation of enterprise market value management and brand management, users expect BOSS Zhipin to pay attention to financial data at the same time, and constantly improve the level of internal management and staff service ability.

### 3.2.3.Leadership Style

Authoritarian leadership exists widely in Chinese enterprise organizations, and it is an important component of paternalistic leadership. Authoritarian leaders like to consolidate power, control most people or things, and deliberately keep a distance from subordinates [7]. Authoritarian leaders emphasize that authority requires unconditional obedience from subordinates, which is mainly manifested in four forms: the authoritarian style, degrading subordinates' ability, image rectification and didactical behavior [8]. As can be seen from the following figure of BOSS's equity structure, the company's executives have a very high voting power, the BOSS Zhipin leadership style -- authoritarian leadership has been strengthened, and subordinates' feedback is difficult to reach the superiors. Similarly, because subordinates are dissatisfied with their superiors, the execution of superiors' instructions often encounters obstacles. This situation is not conducive to the development of new business lines and service content innovation. Poor vertical communication can also cause subordinates to misinterpret the meaning of superiors, and superiors can not receive true feedback, thus affecting the judgment of employees at all levels. Superiors will pay more attention to performance, while subordinates will use unreasonable methods such as differential pricing for new and existing users, avoid problems, ignore opportunities, and only focus on improving performance to keep superiors satisfied. So a cycle is formed until the subordinate fails to complete the target and is eliminated.

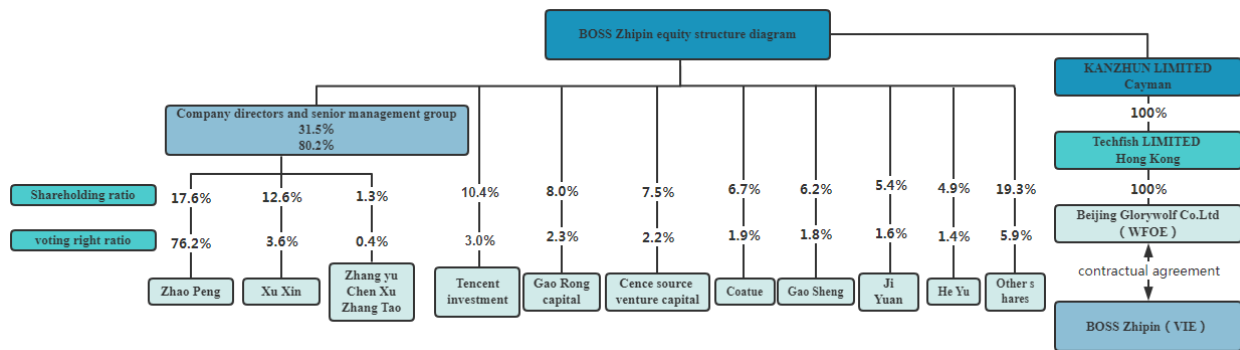


Figure 4: The shareholding structure of BOSS Zhipin

## 4. Countermeasures and Suggestions

### 4.1. Improve the Organization Structure and Construct the Self-drive Agile Organization

To thrive in the VUCA era, it is crucial for BOSS Zhipin to establish a self-driven organization. The organization structure should become flatter, with reduced management levels and the removal of traditional organizational standards. Employees should be empowered to be self-referential, allowing for increased agility and adaptability. By transitioning to a self-driven agile organization, barriers will be broken down, and the organization structure will evolve into a networked structure that can quickly respond to market changes [9]. This will result in a more concise and less bureaucratic organization, with a pleasant culture and atmosphere. Creating a positive working environment and atmosphere will foster a sense of belonging and identity among employees, increasing retention and attracting new talent. Furthermore, this organizational structure will enhance the company's ability to adapt to the market and respond quickly, while also facilitating external collaborations and partnerships for long-term growth.

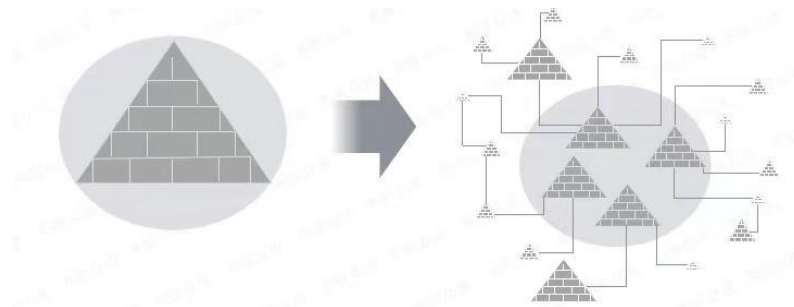


Figure 5: Improvement and innovation of organizational structure

### 4.2. Expand Business Scope and Diversify Revenue Sources

Expand the service scope of BOSS Zhipin to provide HR process outsourcing services, such as payroll management, employee benefit management, etc., in order to attract more enterprise customers. Establish a professional training team to provide human resource management training and consulting services to help enterprises improve their human resource management capabilities and increase revenue sources. Establish a headhunting team, provide senior talent recruitment services for corporate clients, and obtain corresponding income through successful senior talent matching.

Improve the user experience of BOSS Zhipin, increase the stickiness and activity of individual users, attract more job seekers to use the platform, and expand the user scale. Develop and launch



personalized job search AIDS, career planning consulting and other value-added services to attract individual users to pay for use and increase platform revenue.

In addition, BOSS Zhipin can establish cooperative relations with universities and vocational training institutions, launch talent training plans, and jointly carry out talent reserve and training programs to achieve mutual benefit and win-win results. Through cooperation with other human resource service platforms, establish partnerships, and jointly provide comprehensive human resource solutions and expand market share through complementary advantages.

#### **4.3. Unified Prices and Establish a Fair Charging Mechanism**

BOSS Zhipin needs to establish a transparent and consistent charging policy, to ensure that the price of the same product and service is consistent with all users, and to avoid the occurrence of higher charges for older users. Before adjusting the price, the user should be notified in advance to clearly explain the reason and rationality of the adjustment, so as to avoid user dissatisfaction and complaints.

BOSS Zhipin can regularly evaluate and optimize the content of VIP services, add valuable functions and privileges, ensure that users feel the actual value of VIP services, and improve their recognition and loyalty to the platform. Strengthen the training of customer service team, improve the response speed and quality to users, solve the problems and puzzles encountered by users, and enhance users' trust and satisfaction with the platform.

BOSS Zhipin can establish a strict internal supervision mechanism to ensure the fairness and compliance of price setting and adjustment, and prevent individual employees from arbitrarily adjusting prices or conducting price discrimination. BOSS Zhipin should strictly abide by the relevant laws and regulations, avoid unfair competition behavior, and ensure the normal operation of the market order.

Establish effective user feedback channels, timely collect and respond to users' opinions, suggestions and complaints, and show the attention and attention to users. For user complaints and problems, BOSS Zhipin needs to respond quickly and solve them, and actively improve and repair the existing problems in order to rebuild users' trust and loyalty to the platform.

#### **4.4. Strengthen the Audit Mechanism to Ensure the Safety and Reliability of the Platform**

Establish a strict enterprise audit process, conduct the qualification audit of enterprises, and require the upload of true and valid business license and other relevant certificates, to ensure the authenticity and legality of the recruitment information. Introduce a professional audit team, to manually review the recruitment information, to ensure the accuracy and compliance of the information, and to prevent criminals from using the platform for fraud.

Establish a complaint and tip-off mechanism, provide users with convenient complaint and tip-off channels, timely deal with user feedback problems and complaints, and protect the legitimate rights and interests of job seekers. Strengthen the education and guidance of job seekers, provide job hunting guidance, career planning and other related services, help job seekers improve vigilant and avoid becoming victims of criminals.

Strengthen the cooperation with the labor department, establish a cooperative relationship with the labor department, jointly supervise the recruitment industry, strengthen the supervision of the recruitment platform, and reduce the activity space of illegal elements. Actively participate in the industry self-discipline organizations, jointly formulate industry norms and standards, and promote the healthy development of the industry.

Provide users with education and guidelines on network security and job hunting and fraud prevention to help users improve their ability to identify and prevent potential risks. Regularly release

safety tips and warning information to users to remind users of the risks and precautions in the process of job hunting.

#### **4.5. Improve Leadership Style and Enhance Leadership**

BOSS Zhipin's current authoritarian leadership style and organizational system have created barriers that restrict business expansion and hinder service innovation. For this reason, Leadership training and development opportunities should also be provided to improve communication, teamwork, and relationship management skills, enabling leaders to better understand and respond to employee needs. What's more, BOSS Zhipin can consider introducing a democratic decision-making mechanism to encourage employees to participate in the decision-making process and make them feel that their voices are heard and valued. This will increase employee engagement and accountability, promote innovation and teamwork.

#### **4.6. Re-evaluate the Performance Appraisal System**

BOSS Zhipin can reevaluate the performance appraisal system and consider adopting a more fair and reasonable performance appraisal method to avoid the negative impact of the Lowest Place Elimination system. This will help prevent any negative impacts from the previous round of layoffs on employees. Instead of solely focusing on individual performance, the new appraisal system should also take into account factors such as employee contributions, teamwork ability, and professional development. What is more, this will provide a more comprehensive and objective assessment of employee performance, establishing a regular feedback and guidance mechanism will help employees understand their performance and receive development advice and support, leading to improved performance and career growth. Providing competitive salaries, benefits, and rewards will also attract and retain talented individuals, increasing motivation and loyalty [10].

#### **4.7. Improve Employee Welfare and Working Environment**

It is important for BOSS Zhipin to improve employee welfare and working conditions. This can be achieved by offering competitive salaries and benefits, which will enhance job satisfaction and loyalty among employees and reduce turnover. Continuous training and development opportunities should also be provided to help employees enhance their professional abilities and career growth. Additionally, establishing effective internal communication channels will ensure that employees are well-informed about company updates and changes, minimizing information loss and communication inefficiencies caused by employee turnover. These regular communication with employees will help understand their needs and address any concerns, resulting in increased participation and satisfaction.

#### **4.8. Establish an Open Culture of Communication**

BOSS Zhipin should promote an open and transparent communication culture that encourages positive two-way communication between employees and leaders, for example, actively seeking feedback, sharing opinions, and suggestions. Leaders should listen to their employees, respect their opinions, and build strong partnerships with them. Emphasizing the importance of teamwork and fostering a relationship of trust and shared responsibility between leaders and employees will further enhance collaboration and encourage employees to utilize their talents and creativity to achieve team goals.

## 5. Conclusion

In conclusion, BOSS Zhipin is facing problems in employee management and platform construction. Firstly, BOSS direct employment has a single revenue model; Secondly, the price of BOSS direct employment is not uniform, and there is a problem of higher price for old customers; Finally, its last-place elimination system has also suffered great controversy, and its Authoritarian leadership style has led to high employee turnover. Based on these challenges, this paper makes a series of recommendations. Expand business scope and diversify revenue streams; Harmonization of prices and establishment of a fair charging mechanism; BOSS Direct Recruitment can strengthen the audit mechanism to ensure the safety and reliability of the platform; Re-evaluation of the performance appraisal system; Improving employee welfare and working environment; Establish an open communication culture and improve the organizational structure to build a self-driving organizational system. Only by constantly overcoming challenges can we build a better platform.

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