

Cross-Cultural Analysis of Recruitment Advertisements of Chinese and American Enterprises

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Abstract: *Corporate recruitment advertisements are crucial media for attracting excellent human resources. In the context of globalization, the competition for talent between Chinese and American enterprises has become increasingly fierce. Due to the significant cultural differences between the two countries, cross-border recruitment faces challenges. Based on Fairclough's three-dimensional model, this paper aims to conduct a comparative analysis of recruitment advertisements from Chinese and American enterprises from an intercultural perspective, employing Critical Discourse Analysis (CDA) methods. The study seeks to identify differences between the two countries in terms of textual features, intertextuality, and sociocultural aspects in their recruitment advertisements. The research aims to expand the field of Critical Discourse Analysis and provide recommendations for Chinese enterprises to optimize their cross-border recruitment strategies and enhance their talent attraction.*

Keywords: Intercultural; Recruitment advertisements; Chinese and American Enterprises.

1. INTRODUCTION

The development of a company relies on talent. As the competition among multinational corporations in the international market intensifies, more and more companies are vying for scarce and outstanding talent globally. In this process, an increasing number of multinational corporations have realized the significant role that recruitment advertisements play in attracting and recruiting top talent. On one hand, the content of recruitment advertisements is the primary source of information for job seekers to understand the company's hiring requirements, determining their willingness to submit resumes. On the other hand, recruitment advertisements also imply the company's cultural values and value orientation. Therefore, the quality of recruitment advertisements not only directly affects the company's hiring efficiency but also shapes the company's image in the minds of job seekers, becoming a crucial element in building an employer brand.

The United States and China, as the world's first and second-largest economies, both have a large number of multinational corporations, and cross-border recruitment has become the norm. However, due to the significant cultural differences between the two countries, this has brought numerous challenges for companies engaging in cross-border recruitment. How to bridge the cultural gap and effectively attract outstanding talent has become a key issue for companies. Against this backdrop, conducting research on recruitment advertisements of Chinese and American companies from an intercultural perspective holds great practical significance.

Critical Discourse Analysis (CDA) examines the intrinsic links between language, power, and ideology. Its core purpose lies in revealing the underlying power and ideological influences embedded in discourse, while emphasizing the role of discourse in shaping social power. Therefore, in the analysis of corporate recruitment discourse, CDA can uncover hidden recruitment biases and corporate culture in advertisements, helping enterprises further refine their recruitment strategies and improve their talent attraction competitiveness. Numerous scholars have conducted extensive empirical research on recruitment advertisement discourse, primarily focusing on the diversity of information content, strategic diversity, and recruitment conditions in advertisements, aiming to explore the impact of these factors on job seekers' attraction and the construction of employer images (Baum, Sterzing, and Alaca, 2016; Hussain et al., 2024). Despite these studies providing a certain theoretical foundation for understanding recruitment advertisements, few have employed a comparative analysis from an intercultural perspective, especially in the Critical Discourse Analysis of recruitment advertisements from Chinese and American enterprises, which still leaves significant room for research.

In summary, this study aims to conduct a Critical Discourse Analysis of recruitment advertisements from Chinese and American enterprises from an intercultural perspective, revealing differences in linguistic features, intertextual

usage, and potential recruitment conditions and ideological transmission. The research seeks to expand the scope and field of Critical Discourse Analysis and provide recommendations for Chinese enterprises to recruit outstanding talent.

2. RESEARCH DESIGN

2.1 Theoretical Framework

2.1.1 Fairclough's Three-Dimensional Model

Critical Discourse Analysis (CDA) employs various research methodologies, among which Fairclough's three-dimensional framework, Wodak's discourse historical analysis, Van Dijk's sociocognitive analysis, Chilton's discourse space theory, and Cap's approximation model are widely used. Among these, Fairclough's three-dimensional model is particularly prominent, as it establishes a unique three-stage paradigm for critical discourse analysis, namely textual practice, discourse practice, and social practice. The first stage focuses on micro-level descriptions of the text, termed "textual practice," which explores the linguistic features and deeper meanings of discourse through specific linguistic analytical tools. The second stage involves macro-level interpretation, also known as "discourse practice," which examines the production, dissemination, and reception processes of discourse. The third stage is interpretation, or "social practice," which analyzes the results of the first two stages from the perspective of the role of discourse in social practice, providing a deeper understanding. This paper uses Halliday's Systemic Functional Grammar as the analytical tool to conduct a critical discourse analysis of recruitment advertisements from Chinese and American companies.

2.1.2 Hofstede's Cultural Dimensions Theory

In the 1970s, Dutch psychologist Geert Hofstede proposed the Cultural Dimensions Theory, which reveals the differences in values and behavioral patterns between cultures of different countries. Hofstede's Cultural Dimensions Theory initially included four dimensions: individualism versus collectivism, power distance, uncertainty avoidance, and masculinity versus femininity. Subsequently, as research deepened and the theory was refined, two additional dimensions were added: long-term versus short-term orientation and indulgence versus restraint (Hofstede, 1980; Hofstede, 2001; 2010). These six dimensions not only help us understand the expression styles and content choices of recruitment advertisements in different cultural contexts but also reveal the corporate cultural values hidden behind the advertisements.

2.2 Research Question

The corpus used in this study consists of recruitment advertisements from Chinese and American companies, with textual analysis conducted from two aspects: lexical categories and modality. In terms of discourse practice, the characteristics of recruitment advertisements from Chinese and American companies are analyzed from aspects such as transitivity and intertextuality. Finally, this paper applies relevant cross-cultural theories to reveal the influence of the sociocultural forms of the two countries on discourse practice. Specifically, this study aims to answer the following three questions:

- (1) What discourse characteristics do the recruitment advertisements from Chinese and American companies exhibit, and what are the differences?
- (2) From a cross-cultural perspective, what are the reasons for the differences in recruitment advertisements between Chinese and American companies?
- (3) What insights can be drawn from relevant research conclusions for Chinese companies' recruitment advertisements?

2.3 Corpus Collection

This study primarily collected recruitment advertisements from Chinese and American companies to establish a small corpus, which was analyzed using AntConc 4.3.0 and UAM Corpus Tool 6.2 corpus analysis software. Using the "2024 China Pharmaceutical Industry 100 Series List," "China Pharmaceutical Industry R&D Investment Report," combined with the "2024 Fortune 500 List of American Companies" and "Forbes Global Most Valuable

Brands List," a total of 20 companies were selected through comprehensive rankings, including 10 Chinese pharmaceutical companies such as Jiangsu Hengrui Pharmaceuticals Co Ltd. and China National Pharmaceutical Group Co Ltd., and 10 American pharmaceutical companies such as Pfizer, Johnson & Johnson, and Eli Lilly. To ensure the research effect, 10 recruitment advertisements were selected from each company, totaling 200 recruitment advertisement texts. The job positions mainly included marketing, management, technology, research and development, and production. Specific positions included clinical medicine manager, vaccine research and development, pharmaceutical representative, pharmaceutical director, pharmacological researcher, formulation engineer, etc. Additionally, to ensure the validity of the research, all recruitment advertisements collected were published in 2024. Regarding the data scale and overall quantity of the corpus, except for deleting irrelevant information and images, no changes were made to the text of each recruitment advertisement to ensure that the text was presented truly, fully, and fairly. The corpus collection is presented in Table 1.

Table 1: Corpus of Chinese and American Companies' Recruitment Advertisements Text

Corpus	Number of Recruitment Advertisements	Number of Characters	Character type
Chinese Job Advertisement Corpus (CRAC)	100	23601	2332
American Job Advertisement Corpus (ARAC)	100	50157	4322
Total	200	73758	6654

3. ANALYSIS OF TEXTUAL PRACTICES IN RECRUITMENT ADVERTISEMENTS OF CHINESE AND AMERICAN ENTERPRISES

In the dimension of textual practice, Fairclough argues that analysis can be conducted across multiple levels including lexical choice, grammatical structure, textual coherence features, and overall structure. The specific process involves categorization, metaphor, transitivity, active and passive voice, modality, textual structure, and cohesive devices. In this stage, Halliday's Systemic Functional Grammar is used to analyze the recruitment advertisements, primarily focusing on lexical choice (high-frequency words and lexical collocations), modality, and transitivity.

3.1 Lexical Choice

Through the analysis of high-frequency words in the two corpora (CRAC representing the Chinese Recruitment Ad Corpus, ARAC representing the American Recruitment Ad Corpus), it can be found that there are differences in vocabulary selection between the recruitment advertisements of the two countries.

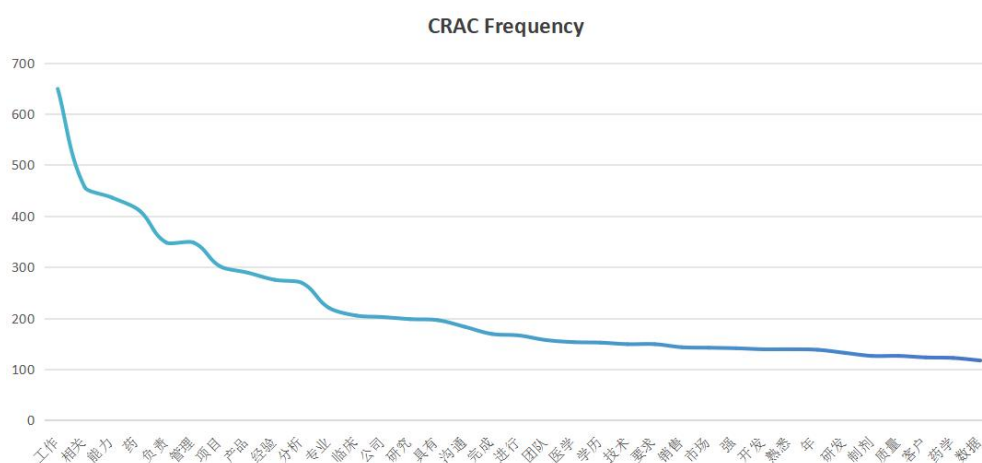


Figure 1: High-frequency words in Chinese enterprise recruitment advertisements

As shown in Figure 1, in terms of high-frequency words, the recruitment advertisements of the two countries exhibit different characteristics. In Chinese recruitment advertisements, the term "专业" frequently appears, reflecting the companies' strict requirements for candidates' professional backgrounds. Additionally, Chinese recruitment advertisements often use the third-person perspective to describe job requirements, which makes the expression more formal and objective.

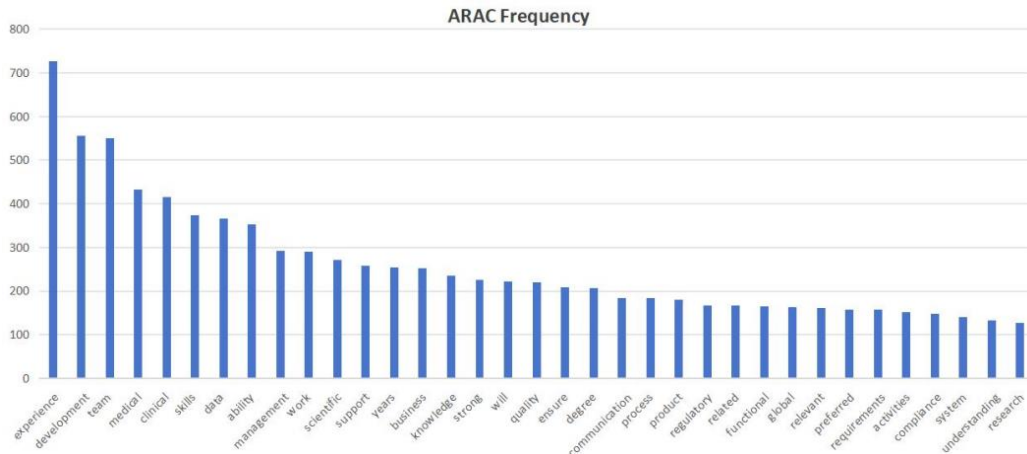


Figure 2: High-frequency words in American enterprise recruitment advertisements

In comparison, American recruitment advertisements show a more personalized and flexible choice of vocabulary. As shown in Figure 2, high-frequency words such as "scientific", "will", "process", "global", and "regulatory" not only reflect the pharmaceutical industry's emphasis on scientific knowledge and professional skills but also demonstrate the requirements for a global perspective and regulatory compliance. For example, "Effectively organize and present scientific plans and data, with strong scientific writing and verbal communication skills" (AbbVie). Additionally, American recruitment advertisements often use the nominal forms of verbs or actions, such as "develop," "implement," and "participate," which mostly appear in job responsibilities descriptions, clearly conveying the responsibilities and tasks that applicants need to undertake and complete.

3.2 Modality

As the core of interpersonal functions, modality can reflect the attitude and judgment of the speaker and reveal ideology. This section mainly statistically analyzes the frequency and proportion of modal verbs in the CRAC and ARAC databases and makes an analysis based on this.

Modal verbs can be divided into three categories based on degree: high-value, medium-value, and low-value modal verbs (Halliday, 2013). High-value modal verbs typically express the speaker's subjective inclination and determination, conveying a sense of obligation, while also revealing the speaker's high confidence in the possibility of a proposition. Medium-value modal verbs help maintain a friendly attitude and serve a guiding role. Low-value modal verbs indicate a more subtle and indirect attitude, as the speaker attempts to bridge the gap through polite and friendly means, often expressing a tendency toward a proposition.

Table 2: Distribution of ARAC Modal Verbs

Modal Value	Modal verbs	Frequency	Ratio	Total
High	must	60	15.58%	79/20.5%
	need	18	4.68%	
	have/has to	1	0.26%	
Medium	will	148	38.44%	169/43.9%
	would	6	1.56%	
	should	15	3.90%	
	shall	0	0%	
Low	can	43	11.17%	137/35.6%
	may	72	18.70%	
	might	14	3.64%	
	could	8	2.08%	
Total		385	100%	385/100%

Table 2 presents the distribution ratios of high, medium and low value modal verbs in the American recruitment advertisement texts (ARAC). A total of 385 modal verbs were used in American recruitment advertisements, with relatively balanced proportions among various types. Among them, medium-value modal verbs accounted for the highest proportion, reaching 43.9%. Next were low-value modal verbs, accounting for 35.6%; the lowest proportion was high-value modal verbs, accounting for only 20.5%.

- (1) The ideal candidate will have a strong background in the end-to-end software development lifecycle. (Amgen)
- (2) All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, age, national origin, or protected veteran status and will not be discriminated against on the basis of disability. (Johnson & Johnson)
- (3) Must be able to support 24-hour/day operations. (Eli Lilly)

In American enterprise advertisements, modal verbs such as "will," "should," and "would" are used most frequently. Among them, "will" was used 148 times, accounting for 38.44% of all modal verbs. They objectively inform candidates of the responsibilities they will undertake and the qualifications they should possess, as shown in example (1). The use of modal verbs also demonstrates the company's commitment to the concept of equality, making various commitments to stakeholders and the public from multiple perspectives, shaping a firm, decisive, and anti-discrimination corporate image, as shown in example (2). Low-value modal verbs are the politest, hence American recruitment advertisements often use words like "may" to inquire candidates. For high-value modal verbs, the most frequent one is "must," used 60 times, accounting for 15.58%. American enterprises have strict requirements for candidates' personal abilities, with a more firm and direct tone. For example, in example (3), Eli Lilly requires quality inspectors to be on duty 24 hours a day to continuously ensure product quality.

Table 3: Distribution of CRAC Modal Verbs

Modal Value	Modal verbs	Frequency	Ratio	Total
High	必须	2	1.34%	19/12.75%
Medium	将	11	7.38%	
	愿意	1	0.67%	
	应	5	3.36%	
	要	2	1.34%	
Low	会	12	8.05%	128/85.91%
	可能	6	4.03%	
	可/可以	25	16.78%	
	能/能够	85	57.05%	
Total		149	100%	149/100%

As shown in Table 3, a total of 149 modal verbs were used in Chinese enterprise recruitment advertisements, a number far lower than the usage in American recruitment texts, with relatively large gaps between various types of modal verbs. Low-value modal verbs have the highest usage frequency, appearing 128 times, accounting for 85.91% of the total. Next are medium-value modal verbs, which appeared 19 times, accounting for 12.75%. High-value modal verbs appeared only twice, thus accounting for only 1.34%.

Chinese pharmaceutical companies often use the low-value modal verb "can/capable of" to propose requirements for candidates' abilities, with a very tactful tone, such as being able to work independently, being able to adapt to frequent business trips, being able to review literature, etc. The word "可" is often used in conjunction with words like "适当" and "放宽". This reflects the company's flexible and tactful attitude, and by using low-value modal verbs, it shapes a polite corporate image.

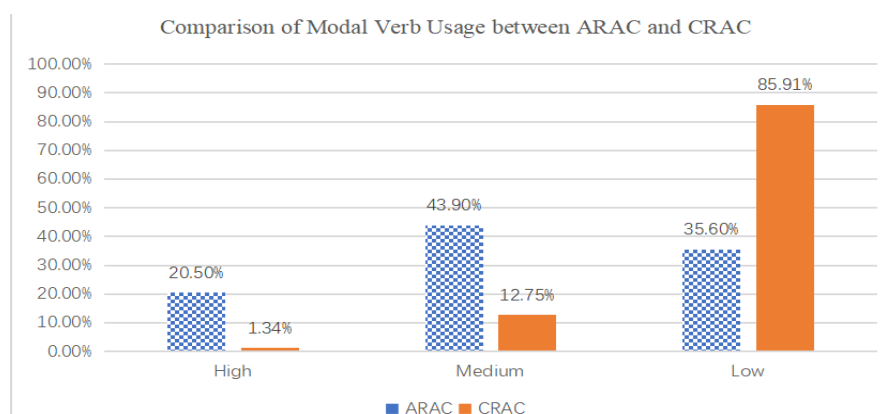


Figure 3: Comparison of Modal Verb Usage between ARAC and CRAC

Figure 3 provides a clear comparison of the proportion of high, medium, and low-value modal verbs used in recruitment advertisements from Chinese and American companies. In recruitment advertisements from both Chinese and American companies, the proportion of high-value modal verbs is the lowest. However, the number of low-value modal verbs used in recruitment advertisements is more than six times that of medium-value modal verbs, while the number of low-value modal verbs used in American recruitment advertisements is close to that of medium-value modal verbs. Meanwhile, the horizontal comparison results in the figure show that American companies use far more medium-value modal verbs than Chinese companies, while Chinese companies use far more low-value modal verbs than American companies. This indicates that compared to Chinese pharmaceutical companies, American pharmaceutical companies project a more confident, sincere, and direct image; whereas compared to American pharmaceutical companies, Chinese pharmaceutical companies project a more gentle and polite corporate image.

3.3 Transitivity

Transitivity is one of the main grammatical systems of conceptual function in Systemic Functional Linguistics, where each structure consists of a process, participants involved in the process, and the environment related to it. From Halliday's perspective, the transitivity system categorizes people's various perceptions, actions, and thoughts in the real world into six operable types of process. These six types of processes include material process, verbal process, relational process, behavioral process, existential process, and mental process.

Table 4: Distribution of Transitivity Processes in ARAC and CRAC

Process Type	ARAC		CRAC	
	Frequency	Ratio	Frequency	Ratio
material process	280	83.83%	200	71.43%
verbal process	16	4.79%	2	0.71%
relational process	17	5.09%	56	20.00%
mental process	21	6.29%	22	7.86%
behavioral process	0	0	0	0
existential process	0	0	0	0
Total	334	100%	280	100%

This paper uses the UAM Corpus Tool 6.2 software to perform transitivity annotation on the recruitment advertisements corpus from Chinese and American companies. Table 4 shows the distribution of six types of processes in recruitment advertisements from Jiangsu Hengrui Pharmaceutical and American Merck. Material processes are the most frequently used in both companies' recruitment advertisements, accounting for 71.43% and 83.83% respectively. Mental processes and relational processes are also widely used in both companies, but the proportion of mental processes in Jiangsu Hengrui Pharmaceutical's recruitment advertisements is far higher than that of American Merck. Meanwhile, the proportions of the other three minor processes are relatively low. Verbal processes account for 0.71% and 4.79% respectively, but there are no existential processes or behavioral processes. Recruitment advertisements are typically based on information presentation, genuinely showcasing the responsibilities and abilities of candidates, and emphasizing objectivity. Corporate recruitment advertisements do not need to describe human physiological activities or the existence of objects, so behavioral processes and existential processes do not appear in either corpus.

This paper will further analyze the three most prominent processes, namely material processes, relational processes, and mental processes. Material processes are primarily used to describe specific actions or behaviors implemented by the speaker to achieve a certain goal. There are a total of 280 material processes in Merck's recruitment advertisements, while Jiangsu Hengrui Pharmaceutical's recruitment advertisements contain 200 material processes, both ranking first. We will conduct a comparative analysis from the three elements of material processes: process, actor, and goal.

(4) With innovation in healthcare, we are committed to building a new world.

(5) Imagine waking up every morning to do something important that saves and improves lives around the world.

The material processes in the above text convey a persuasive message that the company needs qualified candidates to fill job vacancies. At the same time, it is also a process where capable applicants decide whether they are suitable for the position. From example (4) to example (5), the verbs in the material processes are mostly "solve,"

"develop," and "complete". These words are often used in material processes to describe the responsibilities and obligations that candidates should fulfill. The actors in the material processes can be people, inanimate objects, or abstract concepts such as values and abilities. The Merck Company in the United States uses the first-person "we" as the actor to narrate the story, thereby creating an emotional connection with applicants. Chinese companies, on the other hand, tend to use the company name and other proper nouns as the subject. The goals in the material processes can range from small-scale issues like solving problems in projects to large-scale objectives like creating a better life for humanity. Chinese companies often aim to create value for society, focusing on emotional connections with the community, and emphasize high-quality production. The United States tends to emphasize risk-taking and innovation, as seen in example (4) with the phrase "pioneering a new world," highlighting the role of development, creation, and exploration in production.

Relational processes are primarily used to express attributes, ownership relationships, and equivalence relationships. In the recruitment texts of Jiangsu Hengrui and Merck, relational processes account for 20% and 5.09%, respectively, and are almost entirely used to explain the skills and qualifications required of applicants. In the recruitment text of Jiangsu Hengrui in China, relational processes are used 56 times, far exceeding those of the Merck Company.

(6) Every employee is an inventor, and diverse perspectives allow us to understand each other and stimulate creativity.

(7) Candidate should have solid understanding of integration and partnering for Pharmaceutical development/CMC with Quality.

(8) 统招硕士或博士学位，掌握固体化学、材料表征或者制剂开发等相关的理论知识，有多个项目管理的经验，具备良好的项目管理和协调能力，具有优秀的团队合作精神。

The recruitment text of Jiangsu Hengrui points out the educational background and abilities that candidates should possess, as well as the ability to work under pressure and teamwork spirit, reflecting to a large extent the sense of unity of Jiangsu Hengrui. In the recruitment text of Merck in the United States, relational processes often use words such as "is," "are," "have," and "has." For example, in example (6), Merck in the United States regards candidates as inventors, encourages innovation, and highly values creativity. Example (7) points out that Merck's employees should have a certain level of understanding.

Mental process express people's feelings, perceptions, and ways of thinking, including types such as perception, desire, cognition, and emotion. According to statistics, the proportion of psychological processes in the recruitment advertisements of Jiangsu Hengrui and Merck are 7.86% and 6.29% respectively, relatively smaller compared to the other two processes.

(9) We believe that social responsibility is about our health and the social, environmental and economic impacts on people and communities around the world.

(10) 愿意从事科学研究工作，具有良好的钻研精神和自驱力。

By analyzing the psychological processes in the texts of the two companies, such as examples (9) and (10), this paper finds that Merck uses verbs like "prefer," "need," "believe," and "understand" to explain the role and requirements of the position, providing emotional value to applicants and thus inspiring potential candidates to join the company. The company shows concern for all applicants and will make every effort to create equal work opportunities. In contrast, Jiangsu Hengrui uses emotional adjectives to call on like-minded candidates to join.

4. ANALYSIS OF DISCURSIVE PRACTICES IN RECRUITMENT ADVERTISEMENTS OF CHINESE AND AMERICAN ENTERPRISES

Unlike textual practice, discourse practice analysis focuses on explaining the relationship between texts and discourse practices, mainly involving the production, distribution and consumption of discourse. At this stage, Fairclough believes that intertextuality in texts is the key point of research. This article mainly analyzes the specific intertextuality, genre intertextuality and cultural intertextuality used in Chinese and American enterprise recruitment advertisement texts.

4.1 Specific Intertextuality

Specific intertextuality refers to the inclusion of others' discourse or fragments of other texts within a text, which can be expressed through methods such as quotation, reference, allusion, proverbs, idioms, and rhetorical devices.

4.1.1 Quotation

Quotation can help readers better understand the meaning of the text, attract their attention, and deepen their impression of the text. As can be seen from the statistical results, both Chinese and American enterprises' recruitment advertisement texts use a large number of quotations.

(11) "Tenacity is the anchor of solving any real challenge. It's what keeps you there, keeps you trying, keeps you driven to find that answer. (AbbVie)

Example (11) quotes the words of the company founder, George Merck, aiming to demonstrate that Merck has always adhered to its original mission of striving for the well-being of humanity. In contrast, citations are more prevalent in Chinese corporate recruitment advertisements, and their sources are more diverse, reflecting a profound cultural heritage. American corporate recruitment advertisements use citations relatively less frequently, and their sources are more singular, mostly coming from corporate leaders, founders, etc.

4.1.2 Rhetoric

In the text, rhetorical devices such as metaphor, rhetorical question, personification, parallelism, hyperbole, metonymy, pun, parallelism, rhetorical question and ellipsis are commonly used. The following examples focus on the application of rhetorical devices in the recruitment advertisement texts of Chinese and American enterprises.

(12) Our DEI strategy of "Better Workplace, Better Science, Better World" provides a framework to advance our talent. (Regeneron)

Both Chinese and American corporate recruitment advertisements use compound sentences to emphasize corporate values and development goals. Compound sentences have a strong rhythm and are easy to understand. In example (12), the American biopharmaceutical company Regeneron uses compound sentences to describe a diverse, inclusive, and equal work environment, establishing a positive corporate image, which is beneficial for encouraging applicants to submit their resumes. The parallel structure makes the information more coherent and powerful, facilitating memory, enhancing the persuasiveness of the advertisement, and conveying the positive image of the enterprise.

(13) What is on offer? (Regeneron)

(14) Why Biogen? (Biogen)

(15) Gilead is a bridge to a healthier world. (Gilead)

In terms of rhetoric, Chinese corporate recruitment advertisements tend to be more formal and rarely employ rhetorical devices. American recruitment advertisements, on the other hand, use a more lively, concise, and direct language style, often employing rhetorical questions and metaphors to describe the work environment and corporate culture, thereby stimulating job seekers' imagination. For example, (13) and (14) use a question-and-answer format to introduce the benefits and company overview, as well as corporate values. This approach can motivate job seekers internally, encouraging them to consider whether they are suitable for the position and creating a highly interactive atmosphere. In example (15), Gilead describes itself as a bridge to a healthier world, highlighting the company's mission and commitment to improving the health of people worldwide.

4.2 Genre Intertextuality

Genre Intertextuality refers to the phenomenon where features of different registers, genres, and styles are integrated within the same text. Generally speaking, most texts exhibit characteristics of genre diversity. The following examples illustrate the typological features and genre intertextuality of recruitment advertisements by Chinese and American pharmaceutical companies.

(16) Johnson & Johnson is an Affirmative Action and Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, age, national origin, or protected veteran status and will not be discriminated against on the basis of disability. (Johnson & Johnson)

Recruitment advertisements of American pharmaceutical companies often adopt an expository genre. For instance, example (16) uses an expository approach to describe the nature of the job, expressing the company's stance and respect for human rights, thereby attracting potential candidates. However, Chinese corporate recruitment texts rarely use expository language. Instead, they incorporate poetic formats, achieving promotional goals while also giving the recruitment advertisements a rhythmic and lyrical quality, enhancing their readability. These poetic recruitment advertisements are more commonly found in campus recruitment, resonating with graduates and making the advertisements more appealing. This reflects Chinese companies' expectations for the emerging generation, encouraging greater participation from university students in the job-seeking process and increasing attention on social media, thereby improving recruitment efficiency.

4.3 Cultural Intertextuality

While advertising meets people's needs, it often invokes some widely accepted value orientations to enhance the cultural value added by the advertisement, which is known as cultural intertextuality

(17) Pfizer is committed to conducting business in an ethical and responsible manner. These rights are enshrined in the International Bill of Human Rights and other international treaties and instruments. (Pfizer)

(18) 我是中国人，我爱我中国
我是齐鲁人，我爱我齐鲁
振兴中华，爱我齐鲁
有国有厂才有我们幸福的家 (Qilu)

The use of cultural intertextuality in Chinese corporate recruitment advertisements is more prevalent than in American ones. In example (17), companies like Pfizer, following the "Bill of Rights," aim to eliminate long-standing racial discrimination, reflecting the American cultural spirit of pursuing independence and equality. Chinese companies often leverage history and culture to showcase their entrepreneurial spirit. For instance, example (18) shows that Qilu Pharmaceutical is located in Jinan, Shandong, a region also known as "Qilu." This name traces back to the ancient states of Qi and Lu during the pre-Qin period, representing China's unique cultural history and embodying the spirit of Qilu culture—diligence, courage, and a sense of national identity.

5. ANALYSIS OF SOCIAL PRACTICES IN RECRUITMENT ADVERTISEMENTS OF CHINESE AND AMERICAN ENTERPRISES

Language is inextricably linked with social practice, and it is itself a form of social practice. Therefore, the analysis at the level of social practice primarily focuses on the impact of sociocultural forms of both countries on language practice. Hofstede's cultural dimensions theory, including dimensions such as uncertainty avoidance, power distance, individualism versus collectivism, long-term versus short-term orientation, masculinity versus femininity, and indulgence versus restraint, is applicable for analyzing and explaining cultural differences between different countries. This paper will combine relevant cross-cultural theories to analyze and explore the differences and reasons in the text of recruitment advertisements between Chinese and American companies from the institutional, social, and cultural perspectives.

5.1 System Level

The United States adheres to a capitalist system, and its influence is clearly visible in corporate recruitment advertisements. These advertisements often focus on efficiency and market-oriented profit maximization, highly valuing employees' personal innovation capabilities and competitive advantages. For example, companies like Johnson & Johnson frequently use words such as "innovation", "lead", and "development", highlighting the company's persistent pursuit of innovation and proactive spirit in development, which deeply reflects the essence of capitalism in encouraging individuals to enhance their own value and pursue personal achievements through effort. In terms of benefits, American companies often list detailed benefits such as medical insurance, retirement

plans, and flexible working hours in their recruitment advertisements, such as "Our company offers comprehensive medical insurance, retirement plans, and flexible working hours.", fully reflecting the capitalist emphasis on personal well-being and work-life balance. In terms of expression style, influenced by capitalist culture, the language is relatively direct and concise, often using short sentences to quickly capture the attention of job seekers, such as "Join our team and create brilliance!", which reflects its culture that encourages risk-taking and values self-actualization.

China implements a socialist system, and in its corporate recruitment advertisements, it emphasizes the importance of collective interests. High-frequency words fully reflecting the socialist values that highly value collective interests and overall social benefits. In recent years, with the Chinese government vigorously promoting medical reforms, the implementation of a series of policies has promoted the development of the pharmaceutical market, making words more common in recruitment advertisements, also reflecting the trend of companies actively expanding their business to meet market demands. In terms of benefits, Chinese companies tend to emphasize national benefits and social security, highlighting the important role of the government in ensuring employee benefits. In terms of language expression, Chinese recruitment advertisements are relatively cautious and implicit, often using formal language. This expression style reflects the modest and reserved essence of traditional Chinese culture.

5.2 Social Level

The United States has a unique social background. Historically, it was under European colonial rule. After gaining independence, the pursuit of equality, freedom and human rights has run through all aspects of social development, which is also reflected in the recruitment advertisements of enterprises. For example, at the end of some recruitment advertisements, it is explicitly stated that they respect the "Bill of Rights" and protect the legitimate rights of every citizen, such as: "Our company adheres to the principles of non-discrimination and respects the legal rights of every applicant.". During the recruitment process, they strictly comply with anti-discrimination laws, and recruitment advertisements often use expressions like "we welcome all qualified applicants", covering a wide range of work experience and age ranges, reflecting their high emphasis on equal employment opportunities.

China has a long history of 5,000 years, having undergone dynastic changes. The influence of Confucian culture is profound, with collectivism, family values, and social harmony occupying an important position in people's values. In corporate recruitment advertisements, it is common to see the promotion of traditional values. At the same time, due to China's large population, workplace competition is fierce, and companies often emphasize in recruitment advertisements that employees should have stress tolerance and teamwork spirit.

5.3 Cultural Level

American culture exhibits characteristics of low power distance and high individualism, which are particularly prominent in corporate recruitment advertisements. American employees are more concerned with personal freedom and rights, and recruitment advertisements often use interrogative sentences and more casual language expressions, such as "Why is Biogen?" "What is on offer?", to create a closer connection with job seekers and reflect an atmosphere of equal communication. Merck's recruitment advertisements mention "Strong decision-making skills with an ability to focus on key objectives and forecast portfolio needs.", emphasizing the importance of personal ability and achievement, and encouraging employees to pursue personal development and self-actualization.

Chinese culture is characterized by a high degree of centralized power and collectivism. Employees in enterprises are generally accustomed to obeying the arrangements of superiors. Recruitment advertisements often use declarative and exclamatory sentences, emphasizing the hierarchy and management structure of positions. In terms of collectivism, for example, in the recruitment advertisement of Qilu Pharmaceutical, it emphasizes obedience to the collective and teamwork, focusing on the realization of collective interests.

6. CONCLUSION AND RECOMMENDATIONS

The differences in text, discourse practice, and social practice between Chinese and American corporate recruitment advertisements reflect the distinct differences in systems, society, and culture between the two countries in a profound and comprehensive manner. For Chinese companies, in the context of accelerating globalization and increasingly frequent international exchanges, it is necessary to fully consider these differences

in recruitment activities to enhance recruitment effectiveness and corporate competitiveness.

First, in the creation of recruitment advertisements, it is necessary to establish correct and diverse cultural values, deeply understanding and respecting cultural diversity. It is important to explore the psychological expectations, cultural preferences, and cognitive habits of candidates from different cultural backgrounds, skillfully integrating the strengths of Chinese and American cultures to create recruitment advertisements that are both attractive and inclusive. For example, in international recruitment, it is appropriate to draw on the precise definition of individual capabilities and the active advocacy of innovation spirit in American recruitment advertisements, while incorporating the emphasis on team cohesion and social responsibility in Chinese culture, making the recruitment advertisements more globally oriented and culturally appealing.

Secondly, it is essential to accurately grasp the discourse structure characteristics and linguistic expression styles of advertising texts in different cultural contexts. Enterprises should flexibly adjust the content structure, key emphasis direction, and language presentation of advertisements based on the specific requirements of the job positions and the cultural background of the target audience. For instance, when recruiting for the domestic market, it is advisable to further strengthen the promotion of collective interests and team culture; whereas when conducting international recruitment, greater attention should be paid to aligning with international cultural norms to enhance the international expression level of advertisements, ensuring the conciseness, accuracy, and effectiveness of information delivery.

Finally, when clarifying recruitment requirements, it is essential to ensure objectivity, accuracy, and clarity while fully considering the psychological feelings of applicants. This involves not only comprehensively and elaborately describing the scope of responsibilities, required abilities, and career development prospects of the position but also fully leveraging the intertextual advantages in the existing recruitment advertisement text to enhance its readability, credibility, and appeal. This approach enables companies to attract outstanding talent from both domestic and international sources, effectively driving the steady development and continuous innovation of Chinese enterprises in the global market.

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