Summary

The subject of the research of my doctoral thesis is the employer branding strategy in American companies "as a well-thought-out, long-term concept of building the organization's image as a great workplace" (Gołaszewska-Kaczan 2009: 7), which aims to create in the minds of employees, but most of all in the minds of the potential candidates desired associations regarding the company as an attractive employer, and thus encourage them to stay in this company or apply for a vacancy. The interest in employer branding increased especially in the 19th century, when the labor market for engineers and sellers became the employee's market, i.e. companies experienced "war for talents" (Chambers, Foulon, Handfield-Jones, Hankin, Michaels 1998).

One of the instruments of employer branding are job advertisements, which are usually one of the first sources of information about the company for the potential candidates (Walker, Hinojosa 2013: 1). In the job advertisements as instruments of the employer branding there are particularly emphasized symbolic and instrumental benefits of a given job offer in a company (Lievens, Highhouse 2003: 89). The choice of the symbolic values are based on the values of employees from the company's headquarters (Hofstede 1991: 182). In this case, the interesting aspect of the globalization of international companies' values in job advertisements appears, especially when the globalization of management strategy may not be an effective strategy in other countries with other national values.

In my doctoral thesis I analyzed the job advertisements of American companies, which in 2015 had international branches in Poland and Germany and actively sought employees in these countries. The active search was expressed in the publication of job advertisements in the local language of these international branches, i.e. respectively in Polish or in German.

The aim of the study was to answer the question of whether the concept of work as a "passion" is a typical American standard of action of American enterprises with international branches (if they use certain keywords referring to self-realization at work in their job advertisements), and whether this concept as a symbolic value for a potential candidate (Lievens, Highhouse 2003: 89) and at the same an element of the employer branding strategy of a given company will prompt a potential candidate in Poland and Germany to apply for a job offer. These two questions lead to the answer to the main question: How should American companies with international branches adequately introduce the keyword "passion" to their job advertisements in local languages, on the one hand to maintain a consistent international
employer branding strategy within their branches, and on the other hand to adjust locally to potential candidates who have been brought up in different countries and can be characterized by different life-worlds (Altmayer 2004: 118) or mentalities (Schroll-Machl 2002: 38)?

In order to get answers to the questions asked, I compared job advertisements of American companies in Poland and Germany with local job advertisements (in Polish and German companies) to identify typically US patterns of actions. The analysis was carried out on the basis of a textual structure and pragmatic structure (through analysis of patterns of actions in the prototypical parts of the job advertisement based on Searle's speech theory of 1975). Job advertisements of American companies are part of the "job ads" text type (Gansel, Jürgens 2007: 58) by having repetitive parts of the text ("we are", "we have", "we are looking for", "we offer", "We are asking") and create a coherent thematic whole with cohesive and coherent text cohesion measures. In contrast to job advertisements from before the 19th century, the main theme of these ads is not the "search" aspect, but the aspect of "offering" (Gansel, Jürgens 2007: 97).

The change in the main function of job advertisements is also reflected in another perception of the role of managing people in an enterprise in the discourse on management: from operational personnel management to strategic human resource management. In the 20th century, job advertisements became instruments of strategic management of the company's image as an attractive employer. As a consequence, part of the "we are" text has become more important, which is reflected in a more extensive description of the company in a job advertisement, which, through hyperlinks, also refers to other websites of this company (Nielsen, Luttermann, Levy-Tödter 2017: 15).

By analyzing speech acts in prototypical parts of the job advertisements for both American and local companies in Poland and Germany, it turned out that one part of US job advertisements, namely “we are” is not only filled with (both at headquarters and international branches) informational speech acts (representative acts and commissive acts), but also from directives and expressions. This means that this part of the text has a tendency to be persuasive / apathetic (both in the US head office and in their international branches in Poland and Germany). In addition, this part of the text is often strictly related to the part "we are looking for". It allows us to identify a typical American scheme of action (with a persuasive part of a text “we are”) that has been implemented in job advertisements of American
companies in Poland and Germany, and which does not occur in local enterprises in Poland or Germany.

Next, from the part of the job advertisement “we are” from US headquarters were selected keywords, which lexically referred to the concept of work as /passion at work/ and were relevant to the results of research on cultural standards in the United States (Thomas 1991) and to the cultural dimensions of Hofstede (2001, 2010), for example: passion, enjoyment, excitement. Of these expressions, the one that was most commonly found in US job offers compared to local job offers were selected and “relevant” on the basis to results about American national culture (Hofstede 2001) and typical American actions (Thomas 1991).

The selected keyword - "passion" - was then analyzed at the level of word, phrases and sentences by finding the meaning of this keyword based on semantic research (e.i. the lexical and syntactic analysis and information structure of sentences) and pragmalinguistic research (e.i. analysis of the speech acts and indirect speech acts from the Searle classification of 1975). The results of these analyses allowed to define if and when the keyword "passion" in job advertisements is typically American, not only in terms of the frequency of occurrence, lexically according to the results of Thomas or Hofstede researches, but also in the use in phrases and sentences.

The key word "passion" lexically and etymologically in Polish and in English refers to superhuman (divine) strength in achieving the intended goal. In turn, in German the word "Leidenschaft" refers today to the effort and there is no divine characteristic. In the job advertisements of American companies (both in the headquarters and in their branches) the keyword "passion" is usually combined with the preposition ("passion for +", "(...) + with passion) and provides an additional explanation that the passion refers to an above-average commitment at work (through additional adverbs or adjectives defining this passion). The keyword provides new information in the sentence, especially highlighted by various linguistic means (including moving the keyword to the beginning of the sentence). Sentences with the keyword "passion" in the job advertisements of American companies (both in the headquarters and in their branches) are complex speech acts that are on the one hand assertions (inform about a certain state of affairs), and on the other hand are indirectly directive acts or komissive. In the job advertisements in local Polish enterprises, the keyword "passion" refers to interests in free time and is often used in the plural ("passions"). In turn, in the job advertisements in local German enterprises, the keyword "Leidenschaft" is used as a
prepositional phrase that does not refer to an above-average commitment at work, but is a
general mental state of the employee ("with passion"). In sentences with this key phrase,
information about passion at work is established information according to the information
structure and usually occurs directly as a directive act. Based on these analyses, one may
notice the typically American use of the keyword "passion" in job advertisements, namely: as
new information, especially underlined, which is indirectly a request for applications or a
promise that a potential candidate will receive what the company currently offers.

Differences in the use of the keyword "passion" in the job advertisements of American
enterprises in Poland and Germany, and differences in the lexical meaning of the words
"passion" versus "Leidenschaft" could have an impact on the effectiveness of using the word
in job offers in Poland and Germany. This aspect, i.e. the effectiveness/adequacy of the use of
this word, should be understood in this research as denotative equivalence ("what is said") and
pragmalinguistic equivalence ("what is meant" resulting in expressing interest or willingness
to apply for a job advertisement with a given key word) (according to Koller 2004: 248 and
Austin 1962).

The research on the effectiveness/adequacy of the use of the keyword (Austin perlocutionary
act from his work in 1962) was carried out by questionnaire surveys with open and closed
questions among Polish and German students in 2016-2017. The questionnaire survey
included questions about the properties of Polish and German students (such as age, field of
study, gender, etc.) and questions about one job advertisement selected from the corpus of job
advertisements of American companies in the local language, i.e. in Polish or German.
Questions regarding the job advertisement concerned definitions and synonyms of the
keyword "passion" marked in it, associations of students marked with the word "passion" with
various aspects of work (e.g. remuneration, work atmosphere, punctuality etc.) that were
placed on the semantic differential (i.e. on two opposite scales: e.g. low versus high pay), and
initial interest and willingness to apply to a similar job advertisement with the keyword
“passion”.

After analyzing the questionnaires with selected two job offers in Polish and German, it
turned out that the keyword "passion" used in a typical American job offer is positively
associated by Polish and German students, with a greater tendency to associate the keyword
with the benefits of work (e.g. high pay) is noticed among Polish students. Among German
students there are associations with unpaid overtime, with low salary or they do not associate
this word with special benefits at work (e.g. with high professional abilities). Polish students, on the other hand, associate the key word with a more relaxed atmosphere at work and with great professional opportunities.

Both in the Polish and German groups of students, American companies in planning the employer branding strategy with the use of the keyword "passion" should pay attention to the characteristics of students that significantly affect their perception of the word: in Poland perception is age related, and in Germany it is related to English language skills, acquired experience in American companies and the chosen field of study. In Poland there is a more homogeneous group of students, and there the employer branding strategy allows for the use of the keyword "passion" in a typically American way. One possible explanation for such conclusions from the surveys may be a nationwide fascination with everything western (Chłopicki, Świątek 2000: 48), which in the political context is also reflected in the Americanization of Polish society (Gliszewska 2004: 5). In Germany, however, in order to effectively and adequately influence German students, it is important to emphasize this keyword through possessive pronouns and to shift the word to the right in a sentence and present it as established information. Sentences with this key word should directly call for involvement in work, not indirectly, that is, by applying implicature.

The presented research is a starting point for further research involving an analysis of the ways in which key words are interpreted by potential recipients who are characterized by specific linguistic and cultural properties. The anthropocentric approach in the study of these properties, as well as pragmalinguistic and semantic approaches in the study of the keyword's meaning can be used for further research as a part of the strategies that international companies employ to answer questions about the location or globalization of their activities.