



CHAPTER V

COMPARISON OF MOVE STRUCTURES IN THAI AND BRITISH RECRUITMENT ADVERTISEMENTS

5.1 Overview

A comparison of Thai and British recruitment advertisements demonstrates a considerable variation in the advertisement writing of the two cultures. In fact, the move structures are flexible. Some advertisements contain every move while others have only a few. The order of moves may not always follow the same pattern. Moves can recur more than once within one advertisement. This chapter compares the move structures of Thai and British recruitment advertisements in four aspects. First, it looks into the volume of details provided in each move to identify its specificity or generality. Second, the frequency of occurrences of moves is discussed in order to determine the status of each move (conventional or optional). Third, the sequence of moves is described as to which particular moves are likely to open and end recruitment advertisements of each country. It also describes possible sequences of all moves found in both Thai and British advertisements in order to identify distinct patterns of these advertisements. Finally, the cyclicity of moves in Thailand and British recruitment advertisements is discussed to find out most cyclical moves of the advertisements from the two countries as well as cyclical patterns of these moves.

5.2 Specificity/Generality of Moves

While moves are characterized according to their communicative purposes, they tend to be different across Thai and British corpora, especially in relation to the specificity/generality of each move. The content analysis in the six moves indicates that Thai and British advertisements do not provide the same depth of information in four moves, namely *Describing job specifications (JS)*, *Stating requirements (SR)*, *Offering remuneration (OR)* and *Providing application procedures (AP)*.

British advertisements are more inclined to include detailed information in three moves, namely *Detailing job specifications (JS)*, *Stating requirements (SR)* and *Offering remuneration (OR)*. JS in most British advertisements present elaborate information on many different aspects of the job, such as day-to-day operations, role and goals of the position, as well as the number of people to work with and report to. However, JS in Thai advertisements are relatively shorter as they do not dwell on the details of the job. The difference of this JS between Thai and British advertisements can be seen in the following examples.

- *Do financial analysis for management decision (BP 8)*
- *Key responsibilities: To manage the analysis and challenge of business performance and management information (BP 46)*
- *Working closely with Partners, your remit will focus on fully- and AIM-listed clients, assuming lead audit responsibility on larger projects with full staff support by a talented team of managers and seniors. You will also assume project directorship on other group, non-listed clients, holding sign-off rights and managing relationships in conjunction with the Partner. As a member of the firm's senior management team you will also take an active role in business development, with expectations to lead client pitch work for private clients and support Partners on listed pitches, as well as performing the typical duties of a department lead. (T 33)*
- *This role is to provide finance support to the Commercial and Finance Teams. Weekly sales and standard margin reporting to include; Comparison to budget and forecast by customer, site and product category, Margin mix analysis compared to budget and forecast by customer, site and product category, standard margin by SKU and promotion spend compared to budget and forecast. The role also includes validation and valuation in SAP of the monthly sales forecast to standard margin level and completion of reports for the Demand Review meeting detailing comparison to budget and previous forecast by customer, site and product category. Review and*

approval of Multibuy and Override claims ensuring they are correctly accrued and any surpluses or shortfalls are visible and the reasons investigated and reported. Maintenance of the claims authorisation matrices in conjunction with SSC. Completion of pre and post promotion evaluations liaising with both Commercial and site teams to ensure full visibility of the costs and benefits of each promotion. Maintaining a database of post promotion evaluations to be used as a reference for future promotions. Control of the Asda Marketing Fund in conjunction with the Commercial & Marketing Teams ensuring the expenditure is correctly allocated and there is no shortfall from the accrual. To assist the finance team with ad hoc projects. Preparation of discrete reports and analysis required by the FC/Management Accountant/Category Commercial Team. (T 34)

The above examples demonstrate that the information in *JS, Step 1: Describing work scope* in British advertisements is more specific and detailed than that appearing in their Thai counterparts. Thai advertisements only give out a general overview of the job responsibilities. British advertisements, however, provide job details in various aspects such as people to lead and work with, different roles to play, daily operations as well as long-term goals.

Similarly to *JS*, the information in the *SR* move of the British advertisements is more detailed and specific than the Thai ones. Most Thai advertisements simply list required qualifications with minimal supporting details. However, British advertisements provide more elaborate information, especially in relation to work experience such as the level of previous experience, the industry in which the candidates have operated, the country where the candidates have worked, and the details of required personal attributes. Examples below show the difference in the *SR* move of Thai and British advertisements.

- **University graduated in Finance / Accounting, MBA or CPA preferred.*
- * Minimum 5 years experience as Financial Analyst*
- * Good command of English and Thai both spoken and written*
- * Computer skills: Outlook and MS Office, Word, Excel, Power Point (BP 13)*

- ** Bachelor's or Master's Degree in Finance or Accounting*
** 5 - 7 years work experience in Finance with at least 2 years in a managerial capacity*
** Mature, proactive & with high level of integrity (BP 22)*

- *An accountant, you will demonstrate a progressive track record in applying commercial and innovative thinking and delivering finance strategies which ensure operations meet their targets, deliver efficiencies and maximise the value from assets. Probably working in the services sectors, you will have operated at Board level, managed sizeable teams, executed excellent financial management and assisted in the effective management of an estates portfolio. Exposure to the public sector is ideal, but an empathy with policing, coupled with energy, resilience and pragmatism is essential. Just as important, is the ability to truly think outside the box. (T 36)*

- *Candidates will be degree and professionally qualified Finance Professionals of the very highest calibre who have operated in a Finance Director role for a multi-national corporation, headquartered in Australia. Experience of financial management, supporting both sales and manufacturing operations in a multi-site, multi-country environment is required. Essential personal qualities include proven leadership abilities and strong inter-personal and communication skills (T 31)*

As seen from the examples above, British advertisements go into details about required previous work experience and different aspects of the candidates' personality. On the contrary, Thailand advertisements simply list basic qualifications without giving many details on the requirements.

A similar pattern is found in the OR move. Thai advertisements tend to be vague about remuneration while most British advertisements state clearly the compensation package to be offered to the right candidates, especially financial rewards. For instance,

- *The successful candidate will be offered a competitive remuneration. (BP 10)*
- *We will provide you with opportunities for further training and individual career planning. (BP 32)*
- *Salary: £48000 - 55000 (T 2)*
- *Salary: c£90K+Bonus+ Benefits (T 27)*

Shown in the above examples, Thai advertisements do not include explicit details on financial rewards as well as other benefits. British advertisements, however, present clear information on the financial compensation that the candidates will earn in the position advertised.

On the other hand, Thai advertisements tend to provide elaborated information in the *Providing application procedures (AP)* move. AP in Thai advertisements is relatively longer. It is common for Thai advertisements to include full application details, for example, documents needed for the application as well as contact details including postal address, email address and the company's website. However, information provided in the AP move of British advertisements is precise. In most British advertisements, email addresses and job reference number are stated, but not postal address. In some advertisements, no contact details are given. The candidates are asked to refer to the company's website to look for more information on the job as well as the application procedures. Therefore, it can be observed that this move occupies more space in Thai advertisements than their British counterparts. Some examples to elucidate this difference in the AP move of Thai and British advertisements are presented below.

- *Interested candidates, please fax, email or send by surface mail your complete resume stating education, experience, expected salary and with a recent photograph to:
The General Manager, The Valspar (Thailand) Corporation Ltd,
1414 Moo 10, Sukhumvit Road, Samrong Nua, Muang, Samutprakarn
10270, Thailand. Email cteo@valspar.com (BP 3)*

- *Interested applicants are invited to send detailed resume quoting the reference number in the subject line of your e-mail message before December 30, 2006 to: Human Resources Department
General Electric International Operations Co., Inc
E-mail: ornjira.saraeam@geasn.ge.com
Only shortlisted candidates will be notified. (BP 17)*

- *Mrs. Sirilak Raya, Human Resource Manager, will appreciate to give you more detailed information. Please send your application directly to:
Bernina Thailand Co., Ltd., Human Resource Department
Mrs. Sirilak Raya 79/1 Moo 4, Tambol Ban Klang, Amphur Muang,
Lamphun 51000. Applications will be treated strictly confidential and should contain full details of education transcript, experience, reference, expected salary, copy of ID card, house registration and contact telephone number together with a recent photograph.
Tel: 053-581343, Fax: 053-581351 or
E-mail: Sirilak_Raya@berninathailand.com (BP 8)*

- *To apply: Please email your CV and covering letter to:
cdore@imprintsearch.com, quoting reference number: CD - 6317. (T 7)*

- *To apply, download the information pack from KPMG's website (Ref ES 4148) or request one by emailing Nicole.bramzell@kpmg.co.uk or by calling us. The closing date is 16th February, 2007 (T 36)*

Although the same set of moves is found in Thai and British advertisements, the information exhibited in some moves and steps do vary. British advertisements describe the job and required qualifications elaborately with details. Remuneration to be offered to the successful candidate is also mentioned more explicitly in British advertisements than Thai ones. However, Thai advertisements provide specific details in the AP move such as full postal address, contact person and email address. The information of AP in most British advertisements, however, tends to include primarily the website and email address of the company.

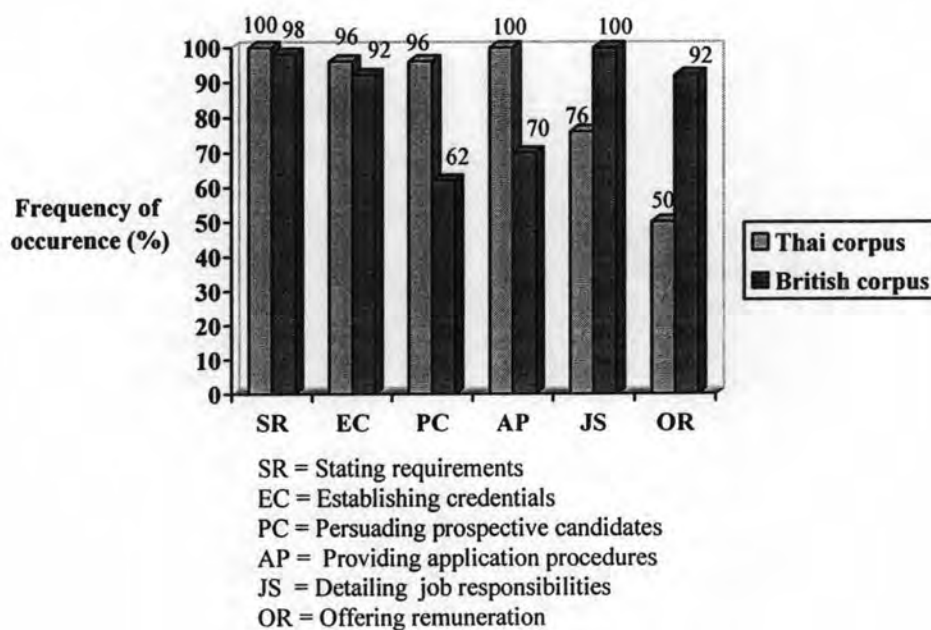
5.3 Frequency of Moves and Steps of Thai and British Recruitment Advertisements

This section discusses the frequency of moves and steps in terms of their presence and absence in the advertisements. Moves are classified into two categories – conventional or optional – according to the frequency of their occurrence in the corpus. The cut-off point frequency to determine the status of move is 60% of the occurrence in each corpus. In other words, if a move occurs more than 60% of the corpus, it is considered a conventional move. However, if its frequency of occurrence falls below 60%, it is categorized as an optional move. Table 5.1 and Figure 5.1 compare the frequency of occurrences of the moves in Thai and British recruitment advertisements.

Figure 5.1: Comparison of the frequency of occurrence of moves in Thai and British recruitment advertisements

Moves	Thai Corpus		British Corpus	
	Frequency of Occurrence (N = 50)	%	Frequency of Occurrence (N = 50)	%
Stating requirements (SR)	50	100	49	98
Establishing credentials (EC)	48	96	46	92
Persuading prospective candidates (PC)	48	96	31	62
Providing application procedures (AP)	50	100	35	70
Detailing job responsibilities (JS)	38	76	50	100
Offering remuneration (OR)	25	50	46	92

Figure 5.1: Comparison of the frequency of occurrence of moves in Thai and British recruitment advertisements



As shown in Table 5.1 and Figure 5.1, the frequency of occurrence of moves in Thai and British advertisements is recorded at a similar level in the SR and EC move. In the remaining four moves, namely PC, JS, OR and AP, there are some discrepancies in the frequency of occurrence across the two corpora. To elaborate, SR and EC are conventional moves in both Thai and British corpora. They appear in almost all advertisements, resulting in a high frequency of occurrence ranging from 90-100% of both corpora.

However, variations can be found in PC, AP, JS and OR. Despite being considered conventional moves, PC and AP occur more frequently in Thai advertisements than in their British counterparts. PC appears in almost all Thai advertisements, but its frequency of occurrence of 62% in the British corpus has barely passed the cut-off point of being considered a conventional move. Similarly, AP appears in all Thai advertisements, but it only occurs in 70% of the British corpus. On the contrary, JS is a conventional move in both corpora, but it is invariably present in the British corpus, but appears only in approximately three-quarters of the Thai corpus. The most striking difference is the status of the OR

move. OR is considered a conventional move in the British corpus, while it is categorized as an optional move in the Thai corpus.

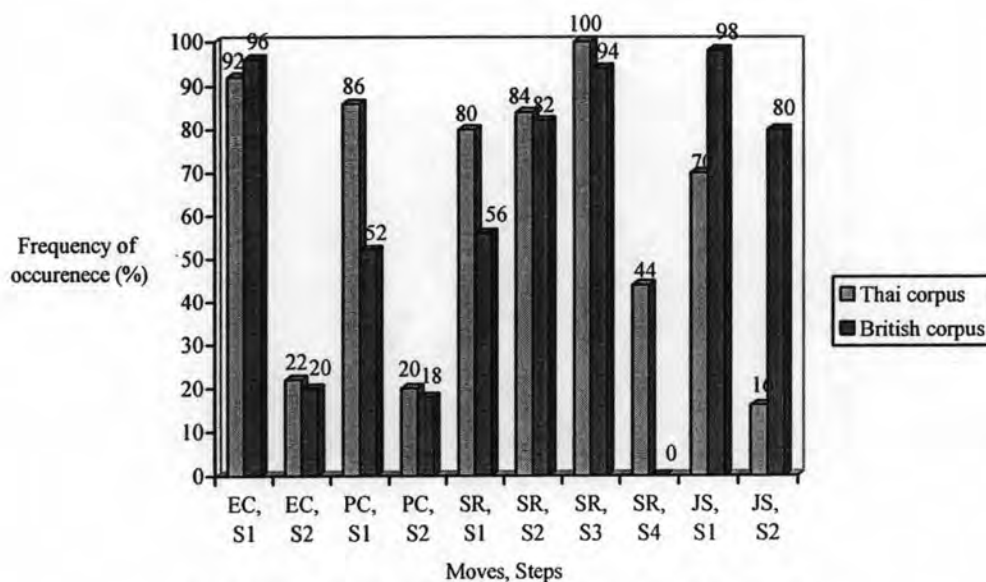
Apart from the frequency of occurrence of moves, there are further variations between the Thai and British corpora at the step level. Dissimilarities in the steps of the two corpora are presented in Table 5.2 and Figure 5.2.

Table 5.2: Comparison of the frequency of occurrences of steps in Thai and British recruitment advertisements

Moves/Steps	Thai Corpus		British Corpus	
	Frequency of Occurrence (N = 50)	%	Frequency of Occurrence (N = 50)	%
Establishing credentials (EC)	48	96	46	92
- Step 1: Announcing the company's achievements	46	92	48	96
- Step 2: Publicizing the company's missions and policies	11	22	10	20
Persuading prospective candidates (PC)	48	96	31	62
- Step 1: Announcing availability	42	86	26	52
- Step 2: Inviting applications	10	20	9	18
Stating requirements (SR)	50	100	49	98
- Step 1: Identifying educational level	40	80	28	56
- Step 2: Indicating work experience	42	84	42	82
- Step 3: Describing required attributes	50	100	47	94
- Step 4: Detailing demographic data	22	44	0	0
Detailing job responsibilities (JS)	38	76	50	100
- Step 1: Describing work scope	35	70	49	98
- Step 2: Specifying work location	8	16	40	80
Offering remuneration (OR)	25	50	46	92
Providing application procedures (AP)	50	100	35	70

Please note that *Offering remuneration (OR)* and *Providing application procedures (AP)* do not have any steps.

Figure 5.2: Comparison of the frequency of occurrences of steps in Thai and British recruitment advertisements



- EC, S1 = Announcing the company's achievements
- EC, S2 = Publicizing the company's missions & policies
- PC, S1 = Announcing availability
- PC, S2 = Inviting applications
- SR, S1 = Identifying educational level
- SR, S2 = Indicating work experience
- SR, S3 = Describing required attributes
- SR, S4 = Detailing demographic data
- JS, S1 = Describing work scope
- JS, S2 = Specifying work location

At the step level, Table 5.2 and Figure 5.2 demonstrate that the frequency of both steps of EC is approximately at the same level across the two corpora. However, differences can be found in the steps of three moves, which are PC, SR and JS. In PC, *Step 1: Announcing availability* occurs more frequently in the Thai corpus than in the British one. In addition, the frequency of SR in the Thai corpus differs from that of the British one, especially in *Step 1: Indicating educational level* and *Step 4: Detailing demographic data*. Thai advertisements mention the candidates' educational level more often than their British counterparts do.

Interestingly, the information about the candidates' demographic data such as age and gender never occur in British advertisement, while almost half of Thai advertisements specify details on the candidates' demographics. Some Thai advertisements also require pictures of the candidates. However, the frequency of JS steps shows a reverse pattern to that of PC and SR. Both *Step 1: Describing scope of work* and *Step 2: Specifying work location* appear more frequently in British advertisements than Thai ones.

In summary, the frequency of occurrence of both moves and steps of Thai and British recruitment advertisements shows a number of variations in the advertisement writing conventions of the two countries. At the move level, although PC, JS, and AP are conventional moves in the Thai and British corpora, they show some discrepancies which are worth exploring. PC and AP are present in almost every Thai advertisement, but their frequencies of occurrence are not as high in British advertisements. On the contrary, JS is found in all British advertisements while it occurs in only three-quarters of the Thai corpus. More interestingly, OR plays a more significant role in the British corpus than in the Thai one. This is indicated by its different statuses in the two corpora – a conventional move in the British corpus but an optional move in the Thai corpus. Moreover, further dissimilarities are detected at the step level of some moves. For instance, Thai advertisements announce job availability more often than British advertisements do. The Thais seem to focus on the candidates' educational level and demographic profile. In contrast, British advertisements emphasize details about the job such as the work scope and location. Based on the frequency of occurrence of moves and steps, the analysis shows that despite being realized by the same set of moves, Thai and British advertisements tend to focus on different aspects of information.

5.4 Sequence of Moves in Thai and British Recruitment Advertisements

In this section, the sequence of moves is described in terms of the opening move and closing move. It explains the moves that are likely to appear in the beginning and final positions in the advertisements of both corpora. The opening move is explored in this study because within a limited advertising space, it is assumed that the information which is placed in the beginning of the advertisement

is likely to be the most important part. It should be the first part seen and read by the readers. As for the closing move, Bhatia (1993) states that in business writing, the last part is also significant. It acts as a point for the two parties to contact each other. In recruitment advertisements, it is for the candidates to make contact with the company by inquiring about the job or applying for it. Moreover, the sequence of all six moves in both corpora is analyzed to find distinct move structures of each corpus.

5.4.1 Opening Move

When Thai and British advertisements are compared in terms of their opening moves, the findings can be seen in Table 5.3 and Figure 5.3 below.

Table 5.3: The comparison of the frequency of opening moves in Thai and British recruitment advertisements

Opening moves	Thai corpus		British corpus	
	N = 50	%	N = 50	%
Establishing credentials (EC)	38	76	3	6
Persuading prospective candidates (PC)	11	22	3	6
Detailing job specifications (JS)	1	2	36	72
Stating requirements (SR)	0	0	0	0
Offering remuneration (OR)	0	0	8	16
Providing application procedures (AP)	0	0	0	0

Figure 5.3: The comparison of the frequency of opening moves in Thai and British recruitment advertisements

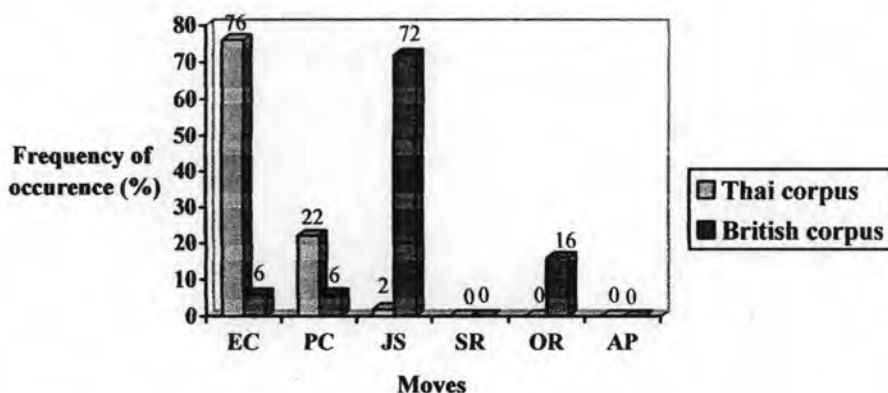


Table 5.3 and Figure 5.3 indicate that most Thai and British advertisements begin with different moves. Thai advertisements are most frequently open with *Establishing credentials (EC)*, while the most common opening move in British advertisements is *Describing job specifications (JS)*. Moreover, the most frequent opening step of Thai advertisements is *Step 1: Announcing the company's achievements*. Out of 38 Thai advertisements which have EC as the opening move, 34 of them begin with EC, *Step 1: Announcing the company's achievements*. On the other hand, the British corpus indicates that JS, *Step 2: Specifying work location* is employed in the initial position in 34 out of 36 of the British advertisements having JS as the opening move.

Moreover, the analysis of both Thai and British corpora demonstrates that the move that follows the opening move also varies across corpora. It is found that EC and PC occur together in an early position in 86% of the Thai corpus. However, in the British corpus, JS, Step 2 is often followed by OR. The findings show that out of 72% of the British corpus that has JS, Step 2 in the opening position, 62% is followed by OR. The following examples represent the order of EC-PC in the early position of Thai advertisements and JS, Step 2 and OR in British advertisements.

The order EC – PC in a Thai advertisement

- (EC) *East Water, a public company limited, listed on the SET as the first state enterprise providing raw water services in Eastern Seaboard provinces. Its shareholders consist of Provincial Waterworks Authority,*

Industrial Estate Authority of Thailand and general public. (PC) East Water is looking for Financial Analyst. (BP 43)

- *(EC) NZI, a brand of IAG Insurance (Thailand) Ltd is a leading general insurer in Thailand offering a diverse mix of commercial and personal insurance products. NZI Thailand is a part of Insurance Australia Group (IAG), the leading general insurance group in Australia and New Zealand. As a people focused organization, we believe a successful business is enabled by successful high quality people. (PC) We are looking for dynamic candidates to be part of our team: Senior Business Development Executive 3 positions. (BP 30)*

The order of JS, Step 2 – OR in a British advertisement

- *(JS,S2) Location: London
(OR) Salary: c£135,000 plus competitive benefits package (T 15)*
- *(JS, S2) Location: Reading
(OR) Salary: £48000-£55000 (T 2)*

As shown in the above examples, EC and PC appear in the early position in Thai advertisements. That is, the advertisements start with the company information. Then, it announces current job openings. On the contrary, British advertisements begin with *JS, Step 2: Specifying work location*, and the information on remuneration is then provided in OR.

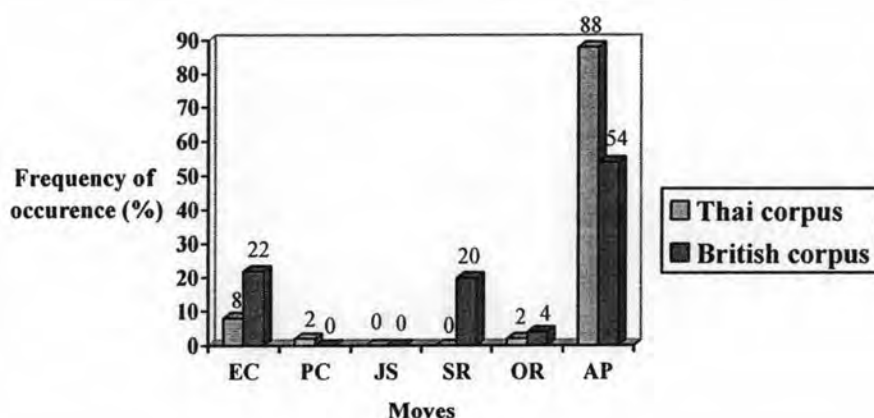
5.4.2 Closing Move

The analysis of findings shows that Thai and British advertisements are likely to end with AP. However, its frequency of occurrence as the closing move varies across the two corpora. Table 5.4 and Figure 5.4 present the frequency of occurrence of moves in the closing position in Thai and British advertisements.

Table 5.4: The comparison of the frequency of closing moves in Thai and British recruitment advertisements

Closing moves	Thai corpus (N = 50)	%	British corpus (N = 50)	%
Establishing credentials (EC)	4	8	11	22
Persuading prospective candidates (PC)	1	2	0	0
Detailing job specifications (JS)	0	0	0	0
Stating requirements (SR)	0	0	10	20
Offering remuneration (OR)	1	2	2	4
Providing application procedures (AP)	44	88	27	54

Figure 5.4: The comparison of the frequency of closing moves in Thai and British recruitment advertisements



As far as the closing move is concerned, AP is used most frequently in both Thai and British advertisements. However, the frequency of occurrence of AP as the closing move is far higher in the Thai corpus than the British one. To elaborate, 88% of the advertisements in the Thai corpus end with AP, while only 54% of the British advertisements are closed with AP. This means, almost half of British advertisements in the corpus end with other moves such as EC, SR and OR. The EC and SR moves are used to end the advertisements approximately in the same number of instances, whereas OR appears as the closing move in only 4% of the British corpus.

5.4.3 Overall Sequence of Moves

If all six moves are taken into account, the sequence of moves in Thai advertisements is likely to be more uniform than that of British advertisements. In other words, the Thai corpus shows that the six moves tend to occur in the order of EC-PC-JS-SR-OR-AP. If these six moves do not appear concurrently in one advertisement, their sequence is still maintained. For example, if an advertisement is realized by five moves, the order of these moves is found to be EC-PC-JS-SR-AP or EC-PC-SR-OR-AP. On the contrary, no distinct pattern is apparent in the British corpus. There seems to be various orders of moves such as JS-OR-EC-SR-AP and OR-EC-PC-JS-SR-AP. Examples of the order of moves found in Thai and British advertisements are presented below.

The sequence of EC-PC-JS-SR-AP in a Thai advertisement

- **(EC)** *ACL Bank is the fully commercial-formed bank aiming to provide unique services for business operators.*
We....are committed to be the bank leader of technology.
We.....emphasize on clearcut and moral ethics.
We.....are the bank of high quality staff under friendly working environment.
ACL Bank (Public) sets the business point from Finance and Securities, being fully licensed operator of commercial bank in 2005.
For more than 30 years of operation, today ACL Bank is well-established and professional service provider.
- (PC)** *Come, be a part of new formed bank who gives more opportunity than you expect. SENIOR VICE PRESIDENT/ FIRST VICE PRESIDENT*
- (JS)**
 - * *Supervise teamwork and expand business and new customer base.*
 - * *Plan and follow-up of credit clients to get target according to the bank's policy.*
 - * *Create good relations between customers and the bank as well as present financial products and service to clients*
- (SR)**
 - * *Bachelor/Master Degree in Accounting, Finance or related field*

- * *At least 10 years experience in business credit*
- * *Skilled in Risk assessment and credit analysis*
- * *Possessing leadership*

(AP)

*Interested persons please send an application with your resume and expected salary to: HR Department, X, Emporium Building, 13th Floor, 622 Sukhumvit Road, Klongton, Klongtoey, Bangkok 10110
Attn.: Khun Phatrachitr Tel: 0-2663-9818 Fax: 0-2663-9786
www.aclbank.com E-mail: recruitment@aclbank.com (BP 27)*

The sequence of EC-PC-SR-OR-AP in a Thai advertisement

- **(EC)** *NZI, a brand of IAG Insurance (Thailand) Ltd is a leading general insurer in Thailand offering a diverse mix of commercial and personal insurance products. NZI Thailand is a part of Insurance Australia Group (IAG), the leading general insurance group in Australia and New Zealand. As a people focused organization, we believe a successful business is enabled by successful high quality people. (PC) We are looking for dynamic candidates to be part of our team: Senior Business Development Executive 3 positions.*

(SR)

Qualifications:

- * *Male/Female, Thai nationality with good command of English skills*
- * *Bachelor Degree in any field, preferably in Insurance Business*
- * *Minimum 3 years experience in Underwriting Insurance Business/Broker business*

(OR)

If you are seeking

- * *Responsibility in your role*
- * *A great working environment*
- * *Opportunity for development*
- * *A new challenge*
- * *The benefits associated with an international high quality insurance*

company (including competitive Salary/Bonus/Healthcare etc.)

(AP)

Contact us at : Human Resources Department, IAG (Thailand) Ltd. 24th Fl., Thanapoom Tower, 1550 New Petchburi Rd., Makkasan, Ratchtevi, Bangkok 10400 Tel. 0-2207-0266 email: duangporn.reungampaiphat@iag.co.th or website: www.nzi.co.th (BP 30)

The sequence of JS-OR-EC-SR-AP in a British advertisement

- **(JS)** *Location: York, North Yorkshire*
- (OR)** *Salary: £60k - 70k basic + excellent benefits and bonus*
- Description:*
- (EC)** *Our client's origins can be traced back to 1890. Today they are one of the largest family owned, private companies in the UK, with a group annual turnover of around £700m. Their construction division (£400m) is an industry leader handling a variety of public and private building projects up to £100m in value.*
- (SR)** *The successful candidates will be able to demonstrate at least six years senior level experience with full financial control and reporting for a minimum turnover operation of £200m. Candidates from non-construction sectors will be considered so long as they can demonstrate a comparable scope of experience and understanding of the sector. Expert knowledge of current accounting, compliance and audit trends and practice is required. With demonstrable understanding of corporate governance responsibility, commercial acumen and business modeling.*
- (AP)** *If you are interested in this role please forward a copy of your CV and current salary details to enquiries@macallam.com stating reference RW1026 (T 42)*

The sequence of OR-EC-PC-JS-SR-AP in a British advertisement

- **(OR)** *Salary: Circa £70,000 + Car + Excellent Benefits*
- (EC)** *This business is a leading edge provider of Security and Support Services to blue-chip organisations throughout the UK and Ireland. The*

fastest growing company in their sector, they have Sunday Times "Fast Track 100" status for profitable growth. This exceptional growth is fuelled by a strong 'can-do' culture, which has driven the company to expand into new product and service segments in its core markets. This is a company which is driven by its people and customers in a relentless pursuit of excellence.

(PC) *They are searching for a best in class Account Director (JS) to lead the service team in UK and Ireland for a global financial services leader.*

(JS) • *Set the strategic direction for a customer service team and translate the customer's desired strategic outputs into deliverable service objectives.*

- *Act as a pivotal representative between customer and company with ownership of operational, commercial, and CRM processes.*

- *Deliver first class service performance through multi-site service teams across UK and Ireland.*

(SR) • *Demonstrable experience of developing and executing service delivery strategies in an outsourced support services environment for a blue chip customer.*

- *Decisive, and hands-on, you have excellent project management skills, having delivered significant projects on time and budget. Strong intellect and analytical skills with a natural instinct for grasping a customer's strategy.*

- *Superb people skills, with a progressive track record of managing and developing remote teams and management reports.*

(AP) *To apply please visit <http://apply.odgers.com/15249> or email quoting ref: DGMM/15249STW Odgers Selection, 9 Brindley Place, Birmingham B1 2HSe selection@odgers.com t 0121 654 5955 w www.odgers.com (T 44)*

As far as the sequence of moves is concerned, Thai and British advertisements are opened with different moves. Thai advertisements underscore the importance of the company by placing *Establishing credentials (EC)* in the

beginning of most advertisements. On the other hand, British advertisements pinpoint job specifications by starting off with work location. With regard to the final part of the advertisements, although both Thai and British advertisements provide contact details for candidates by having *Detailing application procedures (AP)* as the closing move, the frequency of AP as the closing move does show a discrepancy across the two corpora. Most Thai advertisements have AP in the final part, but only half of British advertisements do so. In short, Thai advertisements are likely to be more uniformed in terms of the sequence of moves, but British advertisements are realized by diverse patterns of move sequences.

5.5 Cyclicity of Moves in Thai and British Recruitment Advertisements

This part deals with the cyclicity or iteration of moves in Thailand and British recruitment advertisements. It first provides the number of advertisements which have cyclical moves. Then, the cyclical nature of moves in each corpus is investigated in order to pinpoint the most cyclical move of each corpus. Finally, distinct cyclical patterns of each corpus are identified to provide a clear picture of how moves are repeated.

The analysis demonstrates that the British corpus has more advertisements with cyclical moves than the Thai corpus does. It was found that 40% of the Thai corpus shows some repetition of moves, while 94% of the British corpus appears in cyclical orders.

The six moves were found to differ in their cyclical nature across the two corpora. In the Thai corpus, PC is found to be the most cyclical; its cyclicity occurs in 14 out of 20 advertisements with cyclical patterns. On the other hand, JS is the most cyclical move in the British corpus, as it is repeated in 38 advertisements out of 47 advertisements that show reiteration of moves. Moreover, Thai and British advertisements exhibit different cyclical patterns. The most distinctive cyclical pattern of Thai advertisements is between EC and PC moves. In other words, the order of PC-EC-PC is the most frequent cycle. The following example represents the cyclical pattern of PC-EC-PC.

- **(PC)** *Become part of Asia's most exciting fitness company! (EC) California Wow is growing rapidly (PC) and we need you! (EC) We are the Asia's first fitness company that becomes a public company. We now have 6 clubs in Thailand and area extremely expanding our business (PC) so we need a lot of energetic people to join our team. (BP 13)*
- **(PC)** *Challenge yourself. Push your career to the next level. Go on. Be a Tiger. (EC) At Accenture, we relish the opportunity to solve problems, push back the boundaries and do what hasn't been tried before. We're one of the world's leading management consulting, technology services and outsourcing companies (PC) and we want talented people who are looking for a challenge. Join our global team. (BP 26)*

In the British corpus, the cyclical pattern of JS often appears when JS, Step 2 starts the advertisement and JS, Step 1 is realized in the middle section of the advertisement. An example of the cyclical pattern of JS in a British advertisement is presented as follows:

- **(JS)** *Location: London*
(OR) *Salary: £80,000*
(JS) *Job Description*
Main Purpose
Provide financial and commercial support to Operational Management ensuring that all commercial aspects of the company's current and future business has the appropriate balance between risk and reward and to maximise shareholders return.
Job Specific
 - *Support the Managing Director in the day to day running of the division*
 - *Support the Account Managers Managers with commercial advice in relation to maximising profitability, cash flow, new business activity as appropriate*
 - *Ensure adequate financial controls are in place at a Contract Account level*

- *Where appropriate, manage client interface for financial issues*
 - *Provide critical, supportive and confidential sounding board*
 - *Functionally responsible for overall timeliness and accuracy of divisional accounts and maximising cash flow (T 21)*
- **(JS) Location: Reading**
(OR) Salary: £48000-£55000
(JS) This is a newly created role, involving responsibility for a Region of the Sales business, controlling their budgets and headcount, and providing support to their teams.
Main responsibilities:
 - *Prepare and control monthly opex forecasts and analyse actual performance.*
 - *Provide support to Sales Directors re their budgetary spend.*
 - *Control headcount within the Directorates supported to ensure business needs supported while budget not overcommitted.*
 - *Assist with the annual planning process for opex (operating expense).*
 - *Develop management reporting for EMEA Sales org, for headcount and opex control. Ensure this is reliable, consistent, shows adequate history, is visual, and easily comprehensible by Sales management.*
 - *Prepare monthly cash flow forecasts. (T 2)*

The above examples show the differences in the cyclical patterns of Thai and British advertisements. In Thai advertisements, *Persuading prospective candidates (PC)* and *Persuading prospective candidates (PC)* appear in cycles. Thai advertisements invite the readers to apply for the job as well as provide information on the company. However, the cyclical pattern in British advertisements occurs between *JS Step 1: Describing work scope* and *Step 2: Specifying work location*. That is, British advertisements first state the work location such as London and Reading. In the middle part of the advertisements, job details are described.

The findings reveal that British advertisements are realized with cyclical move patterns more often than Thai advertisements. The nature of move cyclicity

also differs. Based upon the high volume of cyclicity between *Establishing credentials (EC)* and *Persuading prospective candidates (PC)*, Thai advertisements are likely to describe the company profile as well as persuade interested readers to apply. It can be assumed that Thai advertisements invite the readers to apply by stressing the well-established nature of the company. However, *Describing job specifications (JS)* is the most cyclical move in British advertisements. The fact that JS is repeated in most British advertisements shows that JS is probably one of the most important aspects of British advertisements.

5.5 Conclusion

The present analysis of recruitment advertisements draws on Swales' (1990, 2004) and Bhatia's (1993, 2004) framework of genre analysis. The study was conducted based on the sample of 100 recruitment advertisements in the banking, finance and accounting sector. These advertisements represent Thai and British corpora, as they were equally drawn from a leading national daily newspaper of each country. The findings were compared within four main aspects: 1) the moves and steps realized in the Thai and British advertisements; 2) the frequency of these moves and steps; 3) the sequence of moves and 4) the cyclicity of moves. Major dissimilarities between Thai and British recruitment advertisements can be concluded as follows:

1) Thai advertisements are likely to praise the company by underscoring the information about the company such as its current business status, accomplishments, recognition in the industry as well as missions and policies. It is assumed that this information often captures the readers' attention by being the opening move in most Thai advertisements. Nevertheless, British advertisements are likely to place great emphasis on the details of the job being advertised. Based upon its specificity/generality, frequency, sequence and cyclicity, *Describing job specifications (JS)* is considered the most important move in British advertisements. With its presence in every advertisement in the corpus, JS is realized with elaborate information such as daily operations and role of the position, goals to be achieved, number of people to work with and report to. Moreover, most British advertisements begin with the location of work which is also part of the job



specifications. In the middle part of the advertisements, JS is repeated as details of the scope of work are exhibited, making JS the most cyclical move. However, Thai advertisements do not highlight the importance of the job itself. JS does not appear in all Thai advertisements. When it does, the information in JS is relatively short and it is often found in the middle of the advertisements.

2) With regard to qualifications of the candidates, educational level and demographic data are likely to play an important role in the recruiting business in Thailand, whereas previous work experience is of paramount significance in British advertisements. Thai advertisements state the educational level required by the company more frequently than their British counterparts. In addition, some Thai advertisements specify the demographics of the candidates such as age, gender, nationality and picture, while British advertisements never include this type of information. On the other hand, British advertisements tend to specify details of required previous work experience such as level of the previous position, number of staff with whom the candidate has worked with and tangible recognized achievements.

3) British advertisements seem to focus on the remuneration to be offered to the selected candidates. Not only does the information on compensation package appear frequently in British advertisements, it provides the readers with more in-depth information such as financial rewards in terms of annual salary and bonus as well as other benefits including car, health and life insurance. On the contrary, Thai advertisements do not include this information as often. When it occurs in Thai advertisements, the information tends not to be elaborated in great detail.

4) Thai advertisements are more formal than British advertisements in terms of persuading candidates to apply for the job and providing application details. Most Thai advertisements include Persuading prospective candidates (PC), but only 62% of British advertisements is realized with this move. However, the Thais still make use of PC in almost every advertisement and it is repeated most frequently. Moreover, Thai companies tend to provide full postal and electronic contact details for the candidates, while the British include mostly contacts via the internet.

5) With regard to the overall organizational structure of the advertisements, Thai advertisements tend to follow a unified pattern, while diverse move structures are common in British advertisements. Most Thai advertisements have an order of

EC-PC-JS-SR-OR-AP. In some advertisements in which all six moves do not occur concurrently, the sequence of EC-PC-JS-SR-OR-AP is still likely to be maintained. In contrast, it is difficult to identify distinct move structures in British advertisements, as a variety of sequences of moves are found.

It is clear that both Thai and British recruitment advertisements are realized by the same set of moves, but the comparison between the analyses of the Thai and British corpora demonstrates their move structures do vary in all four aspects, namely characteristics, frequency, sequence, and cyclicity of moves. The causes of the differences in the organizational patterns of Thai and British advertisements remain to be investigated. Therefore, the subsequent chapter will discuss these major findings in detail.