FROM THE JOB APPLICANT'S VIEWPOINT, WHAT ARE THE

PERCEPTUAL DIFFERENCES BETWEEN VIDEO AND TELEPHONE

EMPLOYMENT SCREENING?

An Undergraduate Research Scholars Thesis

by

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ABSTRACT

From the Job Applicant's Viewpoint, What Are the Perceptual Differences Between Video and Telephone Employment Screening?

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With technology evolving, organizations are constantly examining more efficient and accessible modes of screening job applicants. Executives want the hiring process to be seamless, unveiling, and efficient. Globalization adds to the complexity of this process as organizations have the need to connect with a broader external labor market in order to gain a competitive advantage in the market. However, it is unrealistic and costly to screen applicants in person. Even if all applicants were in close proximity, it would be too cumbersome and time-consuming for employers to interview each one. To alleviate such problems, employers are turning to more creative methods to screen applicants for positions.

For many years organizations have been using the telephone as a screening method to narrow down the applicant pool. With advances in technology, many organizations are now using video screening rather than more traditional methods to screen applicants. Video screening reveals more about the applicants and how they interact. Additionally, video screening allows employers to be selective with their time by only reviewing the videos of those who are qualified. However, little research has been conducted explaining the effects of this technology on applicants and the

external labor market. This research looked at the differences in applicant perception after telephone screening and video screening.

The researchers used a survey method to determine the results of their study. Upon completion of a video and telephone screening, participants were asked to participate in the survey. The survey data was analyzed using descriptive and inferential statistics to determine the existence of any significant difference in participants' perception between the telephone and video screening methods.

The research supported that the participants believed that the telephone screening was easier than the video screening and that the video screening technology made them feel uncomfortable. It also showed that the participants believed that they would secure a follow-up interview with either method but most felt that this was more so when the telephone method was used. Lastly, the participants believed that they were better represented when using the telephone screening as opposed to the video screening method. Overall, the research showed that the participants were pleased with process of the video screening but felt more confident with the traditional telephone screening.

NOMENCLATURE

Competitive advantage: A company's ability to hold any characteristic that makes them perceived as more favorable than others to job seekers, current employees, or customers

External labor market: The qualified and available applicants that could suit a particular job

Globalization: The act or process of globalizing, the development of an increasingly integrated global economy

Human Resource Development (HRD): A department for businesses that deals with the training and development of employees

Inferential statistics: Makes inferences about populations using data gathered from a certain group

Onboarding: The process of selecting, hiring, and integrating employees within a business in

Perceptual difference: The way people interpret data or information about different variables that they face

Quantitative data: Data that uses quantity, amount or range, it can also be quantified and verified

Standard deviation: Quantity calculated to indicate the extent of deviation for a group as a whole

T-test: Statistical examination of two population means

CHAPTER I

INTRODUCTION

Background

When the job screening process first started, the most common way people could apply for a job was either in person or by sending in a paper resume. More recently, the process of job screening has transformed from being in person, to talking with recruiters over the telephone or through the Internet (Penning, 2015). This new process has eliminated the need for employers to manually sift through hundreds if not thousands of physical applications or resumes (Skillings, 2015). Recruiters are now able to type in a few key words into an electronic database and pull up the most qualified candidates and then use technology-mediated methods to screen applicants prior to an interview. This streamlined process allows recruiters to find qualified candidates more efficiently and effectively, saving time and money for their organizations (Skillings, 2015).

With these evolving strategies, applicants have to adapt to new processes to ensure they make it past the screening stages (Penning, 2015). Since most companies no longer accept paper resumes or applications, applicants are forced to use technology to be considered for positions. As more employers decide to go with online forms of screening, some applicants may be left behind to figure out new technology. These applicants may not be comfortable or knowledgeable with the modern technology of online applications and therefore may not be able to apply for positions that require online screening. To maintain a competitive edge, potential employees must get a strong hold on modern day recruiting practices (Bortz, 2014). Being able to write a resume is no

longer enough, applicants have to be capable of using technology to complete a video interview and understand the effects it has on the selection process (Toldi, 2011).

Problem Statement

Organizations rely on recruiting practices to obtain their most essential resources: employees (Dhamija, 2012). Recently, businesses have started recruiting their future employees by means of video screening (Zielinski, 2012). However, very little research has been conducted that explains the ramifications of using video as a screening method. This lag in research may be due to scholars struggling to keep up with the fast changing pace of technology (Holm, 2012). Nonetheless, corporations have updated their hiring procedures but do not know the effect these practices have on applicants. Employers do not know if video screening improves their competitive advantage, leads to higher quality candidates, or has a positive impact on applicants (Blacksmith & Poeppelman, 2014). If applicants are dissatisfied with a company's screening methods, they may withdraw themselves from the application process and organizations will not have the opportunity to consider these applicants. (Farago & Shahani-Denning, 2013). This could mean that companies are losing out on top talent all because the applicants are having a negative experience with this new screening process. By not having the research to back up their screening processes, corporations cannot tell if they are helping or hindering their organizational attractiveness due to the fact that they do not know how it is impacting the applicants that are applying for their posted positions. Research is needed to determine how the modern video screening recruitment method impacts both the organization and the applicant.

Purpose of the Study

The researchers' main objective in conducting this study was to discover the perceptual differences between video and telephone employment screening from the applicant's viewpoint. Past research on recruitment practices has been predominantly conducted from the employer's perspective. However, this does not explain the effect that new screening methods have on the external labor market. The primary goal of recruitment is to identify qualified applicants and entice them to work for the company (Holm, 2012). If employers do not know the effect of their screening practices, how can they ensure they are attracting applicants to want to work for them? The researchers' aim was to examine if video screening methods positively enhance the employment process or if these methods deter applicants from continuing with the recruitment process. This research will fill the information gap in the recruiting process by taking into consideration the people who make up a business: employees.

Theoretical Framework and Research Questions

Advances in technology have resulted in the increase in the use of technology during the recruitment process (Dhamija, 2012). Organizations went from only being able to accept physical copies of resumes, to being able to screen applicants by telephone, to now being able to use video screening. Applicants can still submit physical copies of their resume and some recruiters still screen candidates by telephone, but video screening is becoming the newest practice for organizations (Zielinski, 2012). With the increase in use of video as a screening method, some applicants may not be up-to-date or familiar with the technology required to complete this form of job screening. Realizing this, the researchers hypothesized that applicants would prefer the traditional telephone screening method on the basis of the Mere Exposure

Effect. The Mere Exposure Effect occurs when an individual has a preference for a particular stimulus after repeated exposure to the stimulus regardless of their awareness to their exposure (Tom, Nelson, Srzentic, & King, 2007). In the experiments conducted, applicants may favor the traditional telephone screening method simply because they have been exposed to using telephones more often than using video technology. However, applicants that have had sufficient prior experience with technology may prefer the video screening method. This leads to the first research question:

Research Question 1: Will job applicants that have a low level of comfort with technology prefer the telephone screening method?

In addition, organizations are using a very different communication medium by shifting from predominantly using telephones to conduct screenings to using video-enabled technology to conduct screenings. Depending on the quality of the conditions that communication occurs in, an applicant may think more or less of the delivery outcome. This phenomenon is explained by the effect of the Media Richness Theory whereby the quality of communication is being based off of the availability of social perceptions, message clarity, and capacity to evaluate others (Kahai & Cooper, 2003). If a particular screening method's medium is more fluid, applicants may feel more favorable towards that particular screening method. Taking this into consideration, the researchers evaluated the two screening methods based off of their interactive capabilities. For the video screening, the applicant is not interacting with an actual human being. Instead, they are replying to an automated pre-recorded video of an individual asking the interview questions, ultimately making the communication less fluid. In contrast, there is no visual representation

available of the applicant for the telephone screening but communicators can respond to each other freely and adjust according to each other's tone and feedback. Aware of these key differences, the researcher's second and third hypotheses indicate that applicants will feel more favorably towards the traditional telephone screening method due to its ability to provide more interactive communication. This leads to the second and third research questions:

Research Question 2: Will job applicants think they have a better chance of securing a job interview when telephone screening methods are utilized?

Research Question 3: Will job applicants believe that the telephone screening method gives a more accurate representation of themselves to prospective employers than the video screening?

This study was based off of the research questions derived from the Mere Exposure Effect and the Media Richness Theory. The objective was to see if applicants have a perceptual difference between video and telephone screening in regards to level of comfort with the technology used, confidence in securing a job interview, and capability to provide an accurate representation of themselves.

Justification

There is justification in this research by increasing the available knowledge about employment screening processes. The researchers' findings will extend beyond the borders of Texas A&M University; the discoveries made will help facilitate awareness on hiring practices for any business establishment. Since there have been studies done from the organization's perspective

in the past, the researchers felt that this research would bring value due to the fact that there was not much research done already. The researchers believed that what they discovered would help fill the gaps that exists when it comes to screening methods from the job applicant's perspective. This research will help human resource professionals develop the screening methods that are not only valuable to the organization but methods that attract viable candidates.

Delimitations and Assumptions

A delimitation set by the researchers was that only the telephone screening and video screening methods were analyzed. No other screening methods that employers might use was considered when evaluating applicants' perceptions. This was done in order to get a deeper understanding of the telephone screening method and the more recent video screening method.

In structuring the design, the researchers set boundaries to focus solely on the applicant's experience of the screening methods. Constructing the study from this viewpoint was crucial because it evaluates the most essential individuals in the recruitment process. The way the study was conducted, the researchers did not gather any information from the organization's perspective since this has been done previously.

The sample population was limited to a specific class of students at Texas A&M University in College Station, Texas. To gather meaningful answers to the survey, the researchers needed people who had experience with both telephone and video screening. A class at Texas A&M University filled this requirement. In the course *EHRD 315 Applied Human Resource*

Development in the Workplace, students complete a telephone screening and a video screening as part of the requirements for the course. The participants were limited to this class.

The results were gathered in this study using a self-administered survey based off a five point Likert-scale. An assumption that the researchers made is that the participants will be honest in their responses to the survey. Since this study was voluntary, the researchers believe there was not a sufficient reason to lie during the survey.

CHAPTER II

REVIEW OF RELATED LITERATURE

Employers' Objectives

Recruiting employees can be a lengthy process for organizations and can prove to be

overwhelming. Human resource employees have the responsibility of sifting through applicants

while meeting current and future needs of the business, maintaining consistency through the

selection process, and achieving time and cost effectiveness (Sivabalan, Yazdanifard, & Ismail,

2014). To alleviate the burden of the hiring process, corporations are turning to various methods

of screening job applicants.

When recruiters first started screening applicants, many did so through face-to-face meetings.

However, speaking with applicants in person can be time consuming and take away from daily

business operations (Serchuk, 2013). Managers that conduct face-to-face meetings have to

interrupt their daily job functions to speak with each person who applies for a particular position

(Serchuk, 2013). This means that recruiters could be wasting a lot of their time at work on

applicants that are not viable candidates for the job. As a result, organizations have developed

screening methods that require less travel and time costs, such as telephone and video screening

(Fletcher, 1997 & Zielinski, 2012).

Telephone screening consists of a recruiter calling a potential employee and asking a series of

job-related questions. Employers benefit from this method because it allows them to call and

ensure the applicant is worth their time before setting a face-to-face meeting (Penning, 2015).

While this method lowers travel costs, the amount of time spent on unqualified applicants may be high and the meeting still has to be pre-set and happen in real-time. In an effort to achieve a more flexible and cost efficient screening method, businesses have moved the recruitment process online (Maurer & Cook, 2011). The most recent screening method businesses are trying to deploy is video screening. Video screenings are consistent, can be completed at any time, and can be rated and shared with co-workers to assist in moving applicants to the next round (Zielinski, 2012). With this said, more employers are using video screening as their preferred screening method (Zielinski, 2012).

Methods Compared

As screening methods have been updated to meet organizational needs, some studies have been conducted that analyze the effect these methods have on applicants. In one study conducted, applicants' reactions were examined between the face-to-face, telephone, and interactive voice response screening methods (Bauer, Truxillo, Paronto, Weekly, & Campion, 2004). Interactive voice response is a screening method used whereby applicants respond to pre-recorded questions given by a computer. Like the video screening method analyzed in this research, it does not provide human interaction. In the study done by Bauer et al. (2004), it was discovered that the interactive voice response method received lower ratings in two-way communication and openness in relation to the face-to-face and telephone screening methods. Additionally, some results indicated that applicants found the face-to-face screening method as fairer than the interactive voice response method. However, it was shown that the interactive voice response method was rated considerably better in regards to costs incurred by the employer (Bauer et al., 2004). With this said, further research on the effects of using computer generated job screenings

should be conducted to see if applicants have become more accepting of technologically controlled screening processes.

In another study, the telephone and video screening processes were compared in regards to innovativeness, procedural fairness, and ability to communicate information (Toldi, 2011). In this study, it was discovered that applicants found the video interviewing process as more innovative than the telephone screening process. Additionally, applicants found that the video screening method was procedurally fair. In this context, being procedurally fair indicates that applicants found the procedures used in the video screening method were impartial in regards to making employment decisions. When further qualitative research was conducted, applicants stated that they also found the process procedurally fair in regards to saved costs in time from not having to travel, not having to get off of work, and schedule flexibility (Toldi, 2011). Lastly, job applicants also found that they were able to communicate their skills through the video screening method. Using the findings in this study, the researchers further analyzed the applicant's reactions to the video screening method.

Emphasis on Applicant

The quality of applicants hired depends on the applicant pool generated during the recruitment process (Dineen & Williamson, 2012). Based on this, applicants' reactions to screening procedures should be carefully analyzed to ensure that the screening practices used are viewed as favorable. Applicants who are dissatisfied with the screening methods used by a business or organization may be deterred from continuing the recruitment process.

It was mentioned in one study that it may be beneficial to use a "customer—supplier" model when analyzing applicants' reactions to screening methods (Farago, Zide, & Denning, 2013). In this model, applicants are viewed as customers and organizations are viewed as job suppliers. Applicants that do not get their demands met by a particular organization may choose to "shop" elsewhere. In order to attract high-quality applicants and obtain human assets, organizations should consider applicants' perceptions of the screening methods being used.

CHAPTER III

METHODOLOGY

The researchers adopted a quantitative approach using survey methods to answer the research questions and gain insight into the perceptions of job applicants regarding telephone and video employment screening methods.

Participants

The researchers used non-probability purposive sampling to develop a participant pool, whereby participants were chosen based upon the purpose of the study. The participant pool consisted of all students enrolled in two sections of the course *EHRD 315 Applied Human Resource Development in the Workplace* during the spring semester of 2016 at Texas A&M University in College Station, Texas. EHRD 315 is an undergraduate course in the Educational Administration and Human Resource Development Department within the College of Education and Human Development and is required for all Human Resource Development majors. One section of EHRD 315 is taught in a face-to-face format and the other section is taught entirely online. The researchers used this participant pool because these students completed mock video and telephone employment screenings as part of their coursework and were able to answer survey questions concerning their perception of the two methods (see Appendix A for the video screening questions and Appendix B for telephone screening questions that were completed for the class).

Research Design

This research utilized the survey method and was based upon the following hypotheses:

- H_0: Job applicants do not prefer one method of employment screening over another

- H_1: Job applicants with a low level of comfort with technology prefer telephone employment screening to video employment screening.

- H_2: Job applicants believe they have a better chance of securing a job interview when telephone employment screening methods are utilized versus video employment screening methods.

- H_3: Job applicants believe that telephone employment screening methods gives a more accurate representation of themselves to prospective employers than video employment screening methods.

The study was based upon two main theories. The first one being the Mere Exposure Effect theory that relates to Hypothesis one (H_1). The second being Media Richness Theory which relates to hypothesis two (H_2) and Hypothesis three (H_3).

Data Collection Instruments

An online survey was developed based on the Mere Exposure Effect and Media Richness Theories. The researchers choose to have participants complete an online survey due to the many benefits that online surveys have to offer such as reduced response time, lower cost, ease of data entry, flexibility of and control over format, advances in technology, and recipient acceptance of the format (Granello & Wheaton, 2004). The online survey was determined to be a convenient way to gather the data and the nature of the participants supported this decision as the participants are of a generation ruled by technology. Another reason the online survey made

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sense was that a majority of the participants were in an online class and having them complete paper surveys would have been difficult, if not impossible. The online questionnaire was designed with a five point Likert-scale, with 1 being Strongly Disagree and 5 being Strongly Agree. This scale was used due to its common implementation and usefulness in obtaining attitude scores within the social sciences (Croasmun & Ostrom, 2011).

The instrument was divided into three specific sections. The first set of questions consisted of ten general demographic questions as well as questions on previous experiences with screenings and interviews. The second section entitled "Video Screening" contained ten questions in regards to the mock video screenings completed for EHRD 315. The third section of the instrument entitled "Phone Screening" contained ten questions in regards to the mock telephone screenings completed for EHRD 315. The survey was deployed online so that it was accessible to both the online and face-to-face sections of the class. The video and telephone screening questions were all in reference to the mock screenings completed for the class. These questions were geared towards the researchers being able to gain a better understanding as to the participants' preferred method of screening and the positive or negative perceptions they held towards the screening itself The survey was designed so that participants were asked an equal array of questions for each screening method. The researchers went through several drafts when creating the survey due to discovering that how the questions were phrased can affect the reader's perception of the questions. The researchers then went through a validation process in which professors and faculty in the Educational Administration and Human Resource Development Department at Texas A&M University were asked to review the survey and offer feedback. Each portion of the

survey was analyzed to ensure that the questions being asked contributed to the research hypotheses.

Procedures for Conducting the Study

The research was completed according to the requirements for the Undergraduate Research Scholars Program, at Texas A&M University in College Station, Texas (Undergraduate Research Scholars | LAUNCH, 2016). This study was completed in a three-step process that consisted of the preparation, collection, and evaluation of data.

Before any data was collected, the researchers conducted a literary review to gain a better understanding of the topic and to find a "gap" in the literature. The proposal was written and approved followed by the researchers constructing data collection instruments, consent forms, and planning the steps for execution of the project. The research project was submitted to and approved by the Institutional Review Board (IRB) (see Appendix C for a copy of the IRB approval letter). The survey was deployed online using Survey Monkey, a survey database website. The participants were informed about the survey and all detail with how to complete it through an email sent through the researchers by the course professor. For the face-to-face class section, the researchers were able to explain the details of how to complete the survey after dropping in to speak with the class. The researchers offered the students in both sections the incentive for a chance to win one of two $25 Amazon gift cards that would be drawn for after the study was conducted, this was in hopes of receiving a high rate of response.

During the collection of data, the researchers had to make sure that the online questionnaire was working and correct any issues. Even after a careful review, an issue came up after the survey was deployed. The issue was that on the second set of perceptual questions in regards to the telephone screening both 1 and 5 on the Likert-scale were labeled "strongly disagree" instead of being opposite of each other. The researchers had just gone live with the study and were able to fix the issue immediately.

The twenty survey questions concerning participant perception of the video and telephone screening processes were coded with a "V" for the video questions and a "P" for the telephone questions as shown in Table 1. During the evaluation of data, the researchers analyzed the responses to each survey question and related it back to the original research questions. Some of the telephone and video survey questions were directly comparable to each other, these questions were paired as shown in Table 2. In addition to the questions that had been paired with each other, there were also questions that were independent and allowed the researchers to gain additional information on the participants and their perceptions. These questions can be found in the miscellaneous category in the Table 2. It can also be seen that there is a paired set of questions under this column as they are direct reflections of each other but are not in support of any hypothesis just useful as additional information.

Table 1: Perceptual Questions Based on Question Code

Question Code	Question
V1	Overall, I was pleased with the video screening process.
V2	Based on the video screening I completed, I believe I will be called in for an interview.
V3	I found it hard to be myself when creating the video.
V4	Using video, I found it hard to show the necessary skills that I need to have to be hired.
V5	Using a computer to interview made me stressed because I had to work more with technology.
V6	My video interview was negatively affected because I wasn't interacting with another person
V7	I feel like I did better in the video interview because of my experience with technology.
V8	The video interview represented me accurately.
V9	I was very self-conscious of how I looked when completing the video interview.
V10	I do not like using the computer for my video employment screening.
P1	Overall, I was pleased with the telephone screening process.
P2	Based on the phone screening I completed, I believe I will be called in for an interview.
P3	I found it hard to be myself over the phone.
P4	Using a phone, I found it hard to show the necessary skills that I need to have to be hired.
P5	The phone screening was easier than the video screening because it required less knowledge of technology.
P6	I was more relaxed using the phone because the interviewer could not see me.
P7	I would have been more comfortable if the phone screener's gender was different.
P8	I did not like how using a phone to interview restrained me from using my knowledge of technology.
P9	I believe the phone interview represented me accurately.
P10	I did not like using the telephone for my employment screening.

Table 2: Paired Perceptual Questions Based on Correlated Hypotheses

Hypothesis 1	Hypothesis 2	Hypothesis 3	Miscellaneous
V7/P8	V2/P2	V3/P3	V1/P1
V10/P10	V4/P4	V8/P9	V6
V5		V9/P6	P7
P5			

After organizing and pairing the survey questions the researchers were able to put the results into a statistical analysis program to allow the data to be analyzed.

Data Analysis Procedures

The data was analyzed by the researchers using a statistical data analysis program that is a feature of Microsoft Excel. Survey Monkey, the platform used by the researchers for the survey also provided basic data and percentages on demographic information on the participants. This demographic information consisted of items such as age, gender, major, school classification, and previous interview experience. For the twenty perceptual questions, the researchers used Microsoft Excel to calculate descriptive statistics including the mean, standard deviation and sample variance of each separate question asked to the participants in regards to the two screening processes. The researchers tested the null hypothesis to determine if there was a significant difference in the participant's perceptions between the telephone and video screening methods. For the paired questions shown in Table 2, the researchers decided to use a paired two sample t-test for means. The researchers utilized this test because it allows for the comparison of related quantitative data (Caprett, 2005). The data compared in this study were related due to the fact that the same participants had completed both screening processes and were the ones

answering the questions in regards to each of their personal experiences. It is important to mention that there were some concerns with using t-tests to measure ordinal data. However, since the social sciences allows for variations in responses, discrete actually indicates a variable with a few possible values while continuous indicates a variable with many possible values (Newsom, 2013). In other words, the researchers came to the conclusion that collecting ordinal data to compute t-tests would not be an issue because the applicants' combined responses would result in multiple levels of measurement. In the case of this study the classification of the data was more so discrete than continuous.

From the sets of data derived from the t-tests, the researchers were able to see which pairs had significant differences and which ones did not. In this case there were two ways to analyze if statistical differences were found. First, the P (T<=t) two tail value, otherwise known as the p-value, needed to be lower than 0.05. This proportion was chosen because that was the alpha for the research, leaving a 5% chance for error. The researchers chose an alpha level of .05 because that is what is most commonly used in social sciences (Matthews & Kostelis, 2011). If a P-value of a two tailed test was lower than 0.05, it meant a rejection of the null hypothesis, i.e. a significant difference. The second way to determine the significant difference was to take the absolute value of a t-Stat value and compare it to the t-Critical value for a two tailed test. This alternative method of testing is based off the ability to detect statistical significance by comparing the absolute value of a test statistic with the critical value used; if the test statistic value computed exceeds the set critical value, there is a statistical significance (Minitap, 2016). In the case of this study the $\alpha = 0.05$.

CHAPTER IV

ANALYSIS OF DATA

From the data collected from the survey, the researchers were able to collect several descriptive statistics about the sample population used. These results provided information about the population's demographics, such as gender, age, grade classification, major, past job screening experience, and level of comfort with technology. Additionally, the researchers found significant results in the inferential statistics gathered from the directly related questions about the telephone and video screening processes. These results made a substantial impact in answering each of the hypotheses for the study.

Demographics

The first portion of the survey was dedicated to getting more information about the sample population used. From this section of the survey, the researchers were able to collect several descriptive variables that provided insight to who the participants were.

Of the 64 participants that participated in the study, 14.06% (9) were male and 85.94% (55) were female. The participants ranged from 17-24+ years old; 43.75% (28) were 17-20 years old, 53.13% (34) were 21-24 years old, and 3.13% (2) were 24 or older. There was some variation in grade classification among the participants in the class. Out of all participants, 20.31% (13) were classified as sophomores, 43.75% (28) were classified as juniors, and 35.94% (23) were classified as seniors. The majority of the participants were Human Resource Development majors, equaling out to 87.5% (56). However, a small portion were from other disciplines. 6.25%

(4) were Child Professional Services majors, 4.69% (3) were University Studies majors with concentration in Dance, Agriculture, Leadership and Education, and 1.56% (1) was a Communications major.

In addition to the sample population's gender, age, classification, and major, the researchers gathered information about the participants' prior screening experience and level of comfort with technology. When asked how many interviews they had been in during the last two years, 3 participants said zero interviews, 24 participants said 1-2 interviews, 31 participants said 3-5 interviews, 5 participants said 6-10 interviews, and 1 participant said more than 10 interviews. These results indicated that the participants had a moderate amount of interview exposure, with 57.8% (37) saying they had completed at least three or more interviews in the last two years. Figure 1 below is a graphical representation of the participants' interview experience.
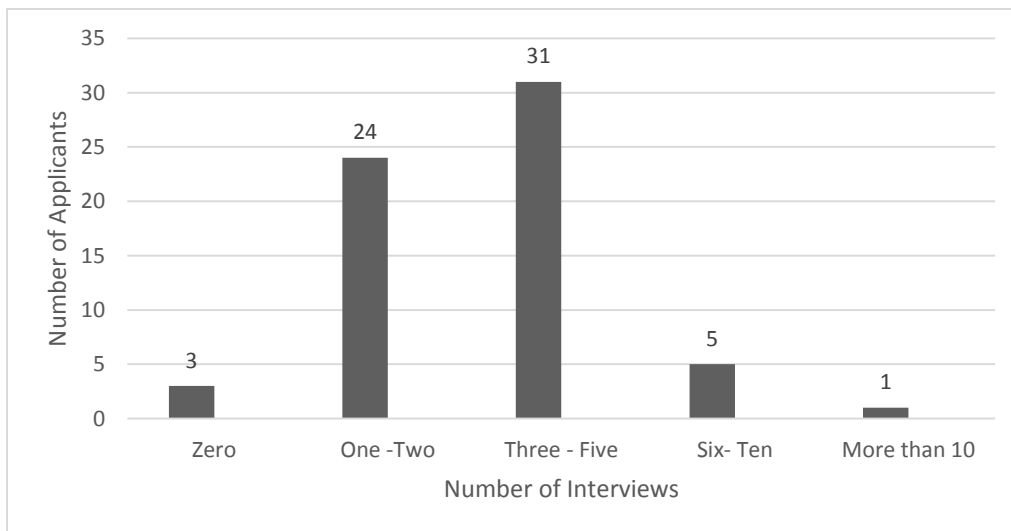

Figure 1: Applicants' Interview Experience. *This figure shows how many interviews in the past two years participants of the study had been in before they took part in the screenings. The data label above each bar represents the number of participants who answered for that category.*

Giving further detail to the applicants' prior interview experience, out of all the participants 67.19% (43) stated that they had previously been screened by telephone and 11.11% (7) said they had previously been screened by video. These results affirmed the researchers' beliefs that the telephone screening method was still more commonly used for the sample population than the video screening method.

In addition to collecting prior interview and screening experience, the researchers questioned the participant's level of comfort with technology. To measure their level of comfort, participants were able to select that their comfort with technology was at a novice, intermediate, advanced, or expert level. Out of all the participants, 1 said their level of comfort was at the novice level, 29 said their level of comfort was at the intermediate level, 32 said their level of experience was at the advanced level, and 2 said their level of experience was at the expert level.

Quantitative Findings

The researchers were able to gather inferential statistics by computing t-tests for directly-related telephone and video screening questions. These comparisons were made in order to answer the research questions that asked what the perceptual differences were between video and telephone employment screening. Table 3 below displays the results of the T-tests (with $\alpha = 0.05$) for the paired video and phone screening questions:

Table 3: Paired Perceptual Questions Based on Correlated Hypothesis

Set	Question	Mean	P 2-Tail	Significant
A	Overall, I was pleased with the video screening process.	3.38	0.4458	
	Overall, I was pleased with the telephone screening process.	3.5		
B	Based on the video screening I completed, I believe I will be called in for an interview.	3.03	0.0138	*
	Based on the phone screening I completed, I believe I will be called in for an interview.	3.33		
C	I found it hard to be myself when creating the video.	3.53	0.0014	*
	I found it hard to be myself over the phone.	3.02		
D	Using video, I found it hard to show the necessary skills that I need to have to be hired.	3.36	0.5107	
	Using a phone, I found it hard to show the necessary skills that I need to have to be hired.	3.25		
E	The video interview represented me accurately.	2.48	0.0002	*
	I believe the phone interview represented me accurately.	3.05		
F	I was very self-conscious of how I looked when completing the video interview.	3.47	0.7203	
	I was more relaxed using the phone because the interviewer could not see me.	3.41		
G	I feel like I did better in the video interview because of my experience with technology.	2.66	0.0260	*
	I did not like how using a phone to interview restrained me from using my knowledge of technology.	2.34		
H	I did not like using the computer for my video employment screening.	3.30	0.0351	*
	I did not like using the telephone for my employment screening.	2.89		

Measured on a Likert scale (1=Strongly Disagree, 5=Strongly Agree)

From the table above, questions sets G and H relate to Hypothesis 1: Job applicants with a low level of comfort with technology will prefer the telephone screening method. Each of these questions were aimed at discovering how the participant's level of comfort with technology impacted their perceptions of the video and telephone screenings. For question set G, there was a

significant difference with a p-value of 0.0260. For the statement that asked if participants believed they did better in the video screening because of their experience with technology, there was a mean of 2.66. This indicates that the participants did not believe their experience with technology helped them do better in the video screening. For the statement that asked if participants did not like how using a telephone to interview restrained them using their knowledge in technology, participants disagreed more with a mean of 2.34. This indicates that the participants did not mind that the telephone screening required less technological effort. These results indicate that participants not only believed that their prior experience with technology did not help them with the video screening, but that they also did not mind completing an employment screening that used less technology. With this said, the results from set G partially confirmed the hypothesis that participants with a low level of comfort with technology will prefer the telephone screening method. This partial-confirmation can be inferred because although the participants did not feel past experience positively affected their video screening, they would still generally prefer to use less technology.

For question set H related to hypothesis 1, there was a significant difference with a p-value of 0.0351. For the statement that asked if participants did not like using a computer for the employment screening, participants agreed with a mean of 3.30. For the statement that asked if participants did not like using the telephone for the employment screening, participants slightly disagreed with a mean of 2.89. These results reveal that participants preferred using telephone technology to video technology for the employment screening process. With this said, the results from set G confirm the hypothesis that participants with a low level of comfort with technology will prefer the telephone screening method. This confirmation can be inferred because

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participants showed a preference for the telephone technology that they are more accustomed to over computer technology.

From the inferential table, question sets B and D relate to Hypothesis 2: Job applicants will think they have a better chance of securing a job interview when telephone screening methods are utilized. Each of these questions were aimed towards discovering if participants believed their chances of securing a job interview were affected by the screening method used. For question set D, there was not a significant difference with a p-value of 0.5107. When the participants were asked if they found it hard to show the necessary skills that they need to have to be hired through video and telephone screening, the means were 3.36 and 3.24, respectively. This indicates that the participants generally believed that both the video and telephone screening processes made it harder to showcase their skills.

For question set B related to hypothesis 1, there was a significant difference with a p-value of 0.0138. For the statement that asked if participants believed they would get called in for an interview based off of their video screening, participants agreed with a mean of 3.03. For the statement that asked if participants believed they would get called in for an interview based off of their telephone screening, participants more strongly agreed with a mean of 3.25. These results indicate that although participants believed they would be called in for an interview with both screening methods, they still thought that they were more likely to secure a job interview through the telephone screening method. With this said, the results from set B confirmed the hypothesis that applicants will think they have a better chance of securing a job interview when the telephone screening method is utilized.

From the inferential table, question sets C, E, and F relate to Hypothesis 3: Job applicants will

believe that the telephone screening method gives a more accurate representation of themselves

to prospective employers than the video screening method. These questions were aimed towards

discovering if participants believed they could be authentic through the video and telephone

screening methods. For question set F, there was not a significant difference with a p-value of

0.7203. For the statement that asked if participants were self-conscious of how they looked when

they completed the video screening, the participants agreed with a mean of 3.47. For the

statement that asked if participants felt relaxed using a telephone for the employment screening

because the interviewer could not see them, they agreed less strongly with a mean of 3.41. This

indicates that, although there is not a significant difference between the means, participants

generally felt that they were more comfortable with the telephone screening method.

For question set C related to hypothesis 3, there was a significant difference with a p-value of

0.0014. For the statement that asked if participants found it hard to be themselves when creating

the video, participants agreed with a mean of 3.53. For the statement that asked if participants

found it hard to be themselves over the telephone, participants less strongly agreed with a mean

of 3.02. These results indicate that although participants found it hard to be authentic during both

screening processes, participants thought the telephone screening method allowed them to show

a more genuine representation of themselves. These results confirmed the hypothesis that

participants believed that the telephone screening method allowed them to show a more accurate

representation of themselves.

For question set E related to hypothesis 3, there was a significant difference with a p-value of 0.0002. For the statement that asked if participants believed the video screening represented them accurately, the participants disagreed with a mean of 2.48. For the statement that asked if participants believed the telephone screening represented them accurately, the participants agreed with a mean of 3.05. These results indicated that participants not only believed the video screening did not portray an authentic representation of themselves, but also that the telephone screening actually did provide an authentic representation of themselves. These results confirmed the hypothesis that participants would find that the telephone screening method gives a more accurate representation of themselves.

Although each hypothesis was proven right by at least one data set at a significant level, it is important to mention that question set A from the inferential chart still indicates that participants were not deterred from the video screening process. When asked if they were pleased with the video and phone screening processes, participants agreed with the means of 3.38 and 3.5, respectively. This is particularly relevant because it provides more evidence that it was the technology used that affected participants' perceptions and not the process itself.

CHAPTER V

DISCUSSION

Conclusions

According to the results from the study, participants reported satisfaction with both telephone and video employment screening and most reported the feeling of success in terms of being contacted for an interview. That being said, the participants believed that they were more likely to be contacted for an interview when using the traditional telephone method. This could be because participants generally believed telephone employment screening was easier because it required less use of technology. The participants also believed that the technology required for the video screening generally made them more uncomfortable than the technology required for the telephone screening method.

Even though participants reported that they were satisfied with both screening methods, they preferred the telephone employment screening method. The research showed that the participants believed that the telephone screening allowed them to show a more accurate representation of themselves, showcase necessary skills, and prevented them from being self-conscious about personal appearance. Participants were not dissatisfied with the overall video screening process, however, in agreement with the Mere Exposure Effect, participants generally did not like using the video technology over telephone technology for job screenings. The Mere Exposure Effect states that a person will either consciously or unconsciously prefer a stimulus that they are more frequently exposed to (Tom, Nelson, Srzentic, & King, 2007). With this said, the researchers believe that participants preferred using telephone technology to video technology to complete

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the screenings because telephones are what they are more accustomed to using every day. This shows that it was not the screening that affected the participants as much as the technology used during the screening. The findings also showed that participants generally reported concern that the video screening was an inaccurate representation of themselves. This could be due to the fact that they were more comfortable with the telephone technology, making them more confident during the interview.

Limitations

Every research study has limitations and this one is no exception. One of the limitations in this study was that a majority of respondents were female (86%). In order to get a more accurate view of the external labor market, the percentages of males and females would need to be closer to 50/50. With the majority of the respondents being female, the researchers believe that the results could have been different based on the unequal representation of the male population. This could be because females may be more self-conscious than males or that males are more comfortable with technology. These are some possible reasons as to why having an unequal gender representation could have skewed the results.

Another limitation involved the process of conducting the telephone screenings. The researchers conducted the telephone screenings rather than human resource professionals. Due to the fact that the researchers were not experienced in carrying out telephone interviews, the interviews may not have been conducted exactly as they would have in a real-life situation. This could have had an impact on how the participants responded therefore skewing some of the results.

The video screenings were conducted by the Texas A&M University Career Center as opposed to an actual organization. Again, because it was not a professional setting, this could have had an impact on how the respondents answered.

Going into the study, the participants knew that the telephone and video screenings were not actual employment screenings for real positions. Had the participants been interviewing for actual positions, they may have changed the way that they responded to the screenings because there would have been more at risk. The telephone screenings were split between the three researchers, two female and one male. This could have had an impact on how comfortable the participants felt when interviewing. Meaning, if a female job participant interviewed with the male interviewer, she may not have been as comfortable as had she interviewed with someone who was of the same gender. This can also be said for the male interviewees interviewing with the female interviewers.

Recommendations for Policy and Practice

The findings from this research indicate that participants were pleased with the overall process of video screening but preferred the telephone screening method because they believed it represented themselves better than with the video screening and because it required less use of technology. Successful implementation in the workplace will need to address applicants' attitudes and perceptions towards being accurately represented and self-consciousness, while making the technological interface as seamless and easy as possible. Therefore, if companies use video screening technology, they need to make sure that the technology is user-friendly as to not deter viable candidates from applying because they are uncomfortable with this new process. Job

applicants also need to be aware that in the face of this new technology, they need to become more familiar with these changes so that they are comfortable using them and are successful when applying for these positions. Job applicants should also find ways to practice video screening to help improve their comfort level and increase their self-confidence.

Recommendations for Future Research

The researchers believe that future research is indicated and having a study whereby qualitative data is gathered from participants would add needed context to this study. This would allow a more in-depth understanding of why some applicants believed that one method was more preferable than the other. Conducting face-to-face interviews with the participants after the administration of the survey would give the researchers more detailed data that they could build on, adding to the data that was collected.

The participants for this research study came from two classes at Texas A&M University in College Station, Texas where completing both screening methods was a part of the course requirements for a specific course. With this said, the participants had similar backgrounds because they mostly came from the same major with upper classification status, and were relatively in the same age range. To get a greater and more diverse student population, future research could be done using students from different majors and classification status, including freshmen, sophomores, juniors and seniors. This would allow for different levels of experience and knowledge, possibly changing the outcomes that the researchers received.

Also, future research could be done in conjunction with organizations to get applicants applying for actual jobs as opposed to mock positions that were used in the study. This would allow for a more accurate portrayal of how actual applicants find the screening methods because an actual job offer would be on the line. While the researchers believed that the research gave an accurate representation of how applicants would feel in these situations, they were in essence applying for mock job positions.

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APPENDIX A

VIDEO SCREENING QUESTIONS

1. Tell me what initially sparked your interest in this industry?

2. What do you believe is an intern's role in an organization/company?

3. Why should we consider you for this internship?

4. How do you think this internship experience will help you for your career?

5. What would be the best possible outcome for this internship?

6. What is a recent project you're proud of?

7. Are there any specific skills or achievements that you would like to share with us?

8. Which courses or activities have helped you prepare for this internship?

9. What was the best idea you came up with during your college career? How did you apply it?

10. What are your plans for after graduation?

APPENDIX B

TELPHONE SCREENING QUESTIONS

1. Tell me a little about yourself.

2. Why do you want this position?

3. Can you share a story (about anything) that speaks to who you are from a values perspective?

4. What do you consider your perfect job?

5. What are your greatest strengths?

6. What are your greatest weaknesses?

7. How do you feel that your college education has prepared you for this position?

8. How do you handle stressful situations and working under pressure?

9. Describe a time when you worked in a team. Did you get your project accomplished?

10. Why should we hire you for this position?

APPENDIX C

IRB APPROVAL LETTER

DIVISION OF RESEARCH   ĀM | TEXAS A&M
                                                                              UNIVERSITY

DATE: January 04, 2016

MEMORANDUM

TO: Christine Mark
TAMU - Texas A&M University - Not Specified

FROM: Dr. James Fluckey
Chair, TAMU IRB

SUBJECT: Expedited Approval

Study Number: IRB2015-0695D

Title: Perceptual Differences between Video Screening and Phone Screening for Job Applicants

Date of Determination:

Approval Date: 01/04/2016

Continuing Review Due: 12/01/2016

Expiration Date: 01/01/2017

Documents Reviewed and Approved: Only IRB-stamped approved versions of study materials (e.g., consent forms, recruitment materials, and questionnaires) can be distributed to human participants. Please log into iRIS to download the stamped, approved version of all study materials. If you are unable to locate the stamped version in iRIS, please contact the iRIS Support Team at 979.845.4969 or the IRB liaison assigned to your area.

Submission Components			
Study Document			
Title	Version Number	Version Date	Outcome
Updated QuanitativeSurvey-1	Version 1.0	10/28/2015	Approved
qualitative interview questions	Version 1.0	10/27/2015	Approved
Qualitative Consent Form	Version 1.3	12/13/2015	Approved
Consent-Information Sheet	Version 1.0	12/15/2015	Approved

Document of Consent: Written consent in accordance with 45 CF 46.116/ 21 CFR 50.27 Waiver approved under 45 CFR 46.117 (c) 1 or 2/ 21 CFR 56.109 (c)1

Comments:
- This protocol has been approved.
- Research is to be conducted according to the study application approved by the IRB prior to implementation.
- Any future correspondence should include the IRB study number and

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