Video recruitment as a tool for building an attractive employer brand – the perspective of Generation Z

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Abstract— Abstract: **The rapid development of digital technologies is revolutionizing not only the way we work, but also how we look for work. Recruitment and selection processes, once based on traditional methods, are undergoing dynamic changes, becoming increasingly virtual. This is particularly evident in the context of Generation Z, which is entering the labor market in an era of digital dominance. This article aims to analyze the impact of video recruitment on employer branding in the context of the expectations and experiences of Generation Z. To this end, desk research and quantitative research were conducted on a deliberately selected group (n=192) of representatives of this generation who have recruitment experience. The results of the study show that the form of communication in the recruitment process influences not only the subjective feelings of candidates about the recruitment itself, but also the way they interpret the attitude of a potential employer and the characteristics they attribute to them, which has implications for the employer's image. The way candidates perceive an employer's brand depends both on their individual characteristics and recruitment experiences, as well as their expectations of the employer.**

Keywords— video recruitment, employer branding, candidate experience, generation Z

I. INTRODUCTION

The rapid pace of digital technology development means that it is permeating all aspects of social and economic life. Digital tools are becoming part of everyday life, changing the reality around us. Process automation and better use of data are driving changes in efficiency and productivity. New business models based on online platforms and digital services are emerging. Artificial intelligence is playing an increasingly important role in the economy. The labour market is also transforming. Professions and the competences and skills required to perform them are changing, and the demand for digital technology specialists is growing (Bielialov et al., 2023). Online platforms, providing access to a large number of job offers, are becoming the most important places connecting employees with employers (Rosoiu and Popescu, 2023). The ongoing automation of processes, digitization of services and increasing integration of information and communication technologies are also significantly impacting the development of new employment models. Flexible forms of work, such as remote, hybrid and casual work, are gaining popularity, which in turn is leading to a change in employees' expectations of employers (Uru, Gozukara and Tezcan, 2022). Employees, especially younger generations, increasingly value autonomy, opportunities for professional development, work-life balance and the fulfillment of their expectations by employers, both in terms of the work itself and the working conditions (Novel and Tresna, 2025).

In this context, the recruitment and selection process – a key element of talent acquisition – must adapt to the changing needs of both employers and candidates. Traditional recruitment methods, based on face-to-face meetings, are increasingly being supplemented or replaced by e-recruitment tools, which, among other things streamline the process of collecting and selecting candidate applications (Sołek-Borawska and Wilczewska, 2018). One of the most dynamically developing trends in this area are video interviews, which have become more widespread during the COVID-19 pandemic (Yacine and Karjaluoto, 2022). Artificial intelligence also has its place in the recruitment and selection process, which raises concerns among some candidates and employers about ethical issues and the objectivity of the processes carried out using it (Horodyski, 2023). Digital technologies have thus quickly become an

integral part of HR processes. However, the level of skills in using them varies among labour market participants. Representatives of different generations also have different expectations regarding contact with recruiters or potential employers. This may affect their perception of video interviews. Meanwhile, candidate experience, i.e. the recruitment experience, is one of the key factors shaping the employer brand of an organization seeking employees in this way (Morgan, 2017).

II. MATERIALS, METHODS AND RESEARCH LIMITATIONS

The aim of this publication is to present the results of a study on the impact of video interviews on the candidate experience and employer brand perception among Generation Z representatives. This issue has been embedded in signaling theory (Spence, 1973), which is used to analyse the relationship between organizations and their stakeholders in conditions of information asymmetry. In the context of recruitment processes, this theory assumes that employers, as signal senders, can use various forms of communication to convey information about the characteristics of the organization that are not directly observable by candidates. These signals, both verbal and non-verbal, may include, among others, the recruitment technologies used (e.g. video interviews), the quality of visual communication, the consistency of communication with the declared values, or the way in which the organizational culture is presented. Candidates interpret these signals in the context of their own experiences, expectations and values, assigning them a certain weight as indicators of the credibility, modernity or attractiveness of the organization as a potential employer. Video recruitment can therefore be treated not only as an operational tool, but also as an important channel of image communication, conveying information relevant to employer branding.

Based on these assumptions, research hypotheses were formulated, assuming that specific signals sent during a video recruitment interview influence candidates' assessment of the organization. It was taken into account that the same signal may be interpreted differently, depending on the individual preferences and experiences of the recipients. Three hypotheses were adopted in the study:

[H1] Generation Z representatives who believe that remote job interviews make it difficult to interact with recruiters, which affects their ability to present themselves, attribute this to the employer's lack of willingness to get to know the candidate

[H2] Members of Generation Z who believe that participating in a video recruitment process will prevent them from presenting themselves adequately due to the limitations of this form of communication declare that such offers discourage them from applying.

[H3] Members of Generation Z who view online interviews as a way to reduce the stress associated with job interviews assess potential employers as meeting candidates' expectations.

The quantitative study was based on a deliberately selected group, chosen on the basis of criteria of belonging to a specific generation in terms of age and professional activity, limited to people actively participating in the labour market, i.e. those in employment, on internships and looking for work. Respondents were selected from among students, which limits the representativeness of the sample. The results of the study cannot therefore be generalized to the entire population. However, they may allow for a better understanding of the phenomenon under study and facilitate the generation of new hypotheses for further research. The study was conducted on a group of n=192 at the end of 2024 among people aged 18 to 25 who had recruitment experience. The data was collected using the CAWI method, then cleaned and statistically analyzed.

The quantitative study was supplemented by a desk research analysis covering data from available studies on the behaviour of candidates and employees in the labour market. The analysis selected studies conducted in Poland on behalf of companies providing HR consulting services and operating job portals. In this case, the data covers the period from 2020 to 2023, i.e. the time of the greatest transformations in the use of digital technologies in recruitment processes, which is, among other things, the result of restrictions on personal contact during the pandemic.

III. EMPOLYER BRAND AS A RESPONSE TO HR CHALELENGES

T Dynamic demographic, technological, social, cultural, economic and environmental changes have caused significant transformations in the labour market in recent years. Competition for talented employees is growing, and employers must face evolving candidate expectations in order to attract them. In these conditions, the employer brand becomes a key factor in a company's success (Kalińska-Kula and Staniec, 2021). It enables the organization to attract and retain talent. This, in turn, contributes to building its competitive advantage (Reis, Suosa and Dioniso, 2021).

A strong employer brand is not only a promise of attractive remuneration, but above all a consistent and authentic presentation of the values, organizational culture and development opportunities that the company offers its employees. The concept of employer branding, understood as conscious and strategic actions aimed at building a positive image of the employer, is gaining importance in the era of the war for talent (Kalińska-Kula and Staniec, 2021). Employees, especially those from younger generations, are looking for employers who offer them more than just a job – they expect meaning, commitment, flexibility and opportunities for personal and professional development (Gandasari et al., 2024). Contemporary employer branding must therefore take these changing expectations into account. Organizations that want to attract the best employees should invest in building an attractive employer brand and create value for job candidates that will encourage them to participate in the recruitment process or decide to accept a job offer. Companies that implement such a strategy attract more candidates (Gandasari et al., 2024). This allows them to shorten the recruitment process, select from better candidates and reduce the costs associated with

publishing job advertisements. A strong and attractive employer brand also increases employee retention, as employees who identify with the company's values and organizational culture are more loyal and willing to stay with the company for longer. It also improves the company's image among customers, business partners and investors, which can facilitate the achievement of its business goals (Azhar, 2024).

Building an attractive employer brand involves creating a positive employee experience at every stage of their employment, from the recruitment process, through on-boarding and professional development, to leaving the company. The recruitment process is particularly important, as this is when candidates decide whether they want to join a given organization. However, the same experiences may be assessed differently by representatives of different generations currently active on the labour market. This, in turn, can significantly affect the effectiveness of employer branding activities. Employers therefore very often have to assess the needs and expectations of the four generations to which their employees belong.

There is no consensus among researchers on the dates that separate the different generations. The differences in this respect are usually a few years (Acar, 2014). The oldest group are baby boomers, born between 1946 and 1964. People in this age cohort value stability and security, as they grew up in difficult conditions, and they also prefer direct contact and traditional values. They expect their experience to be appreciated. Although they try to counteract digital exclusion, they are the generation that uses the internet and mobile applications the least (Dębicka, Gutowski, Borodo, 2018). As they were born before digital technology became a dominant feature of their professional lives, these people may find it difficult to accept digital solutions that support recruitment, especially those that limit personal contact and interaction.

On the other hand, Generation X, born between 1965 and 1979, values job stability, is loyal to their employer and appreciates opportunities for professional development and self-improvement. This generation grew up at a time when the first computers and other technological gadgets were appearing. Its representatives quickly adapt to new conditions and accept modern technologies, as long as they are intuitive and support operational efficiency. However, they often need clear instructions and technical support when using digital tools (Dębicka, Gutowski, Borodo, 2018; Silveira, Galvão, Marques, 2019). Therefore, people in this age cohort may still prefer traditional recruitment methods. Generation Y, or Millennials, born between 1980 and 1994, is a group that seeks flexibility in the workplace and opportunities for self-fulfilment. They value feedback, personal and professional development, and an engaging work environment. They actively use social media to search for jobs and information about potential employers (Dębicka, Gutowski, Borodo, 2018; Silveira, Galvão, Marques, 2019). As they have been familiar with internet technology from an early age, they do not mind its presence in recruitment processes. They value the flexibility offered by video interviews, which allow them to participate in the recruitment process from anywhere. They treat them in the same way as traditional face-to-face interviews (Koleva, 2023).

The youngest generation active on the labour market is Generation Z, i.e. people born after 1995. Their unique expectations, shaped by digital reality, are a particular challenge for employers. Gen Z are people who have grown up in an era of widespread access to the internet and social media, which influences their approach to work and communication. They value the ability to adapt their working hours and place of work to their own needs, preferring hybrid or remote models. They are eager to train to acquire new skills, want to have an influence on the tasks they perform, and pay attention to corporate social responsibility and the consistency of the company's actions with its declared values. As people who are well versed in technology, they expect employers to provide them with modern tools to facilitate their work. They are extremely mobile and know foreign languages, which changes their approach to job searching, as they are often not limited by geographical location (Dębicka, Gutowski, Borodo, 2018; Dolot, 2018). Research conducted in Poland shows that representatives of Generation Z are more likely than other generations to use digital tools when looking for a job. As many as 62% visit job portals, 46% use search engines for this purpose, and 32% use mobile applications (Pracuj.pl, 2019).

The different experiences, skills and expectations of representatives of individual cohorts determine the perception of attributes that are important for the perception of an employer's brand. According to research conducted by Jacek Woźniak, they also influence the selection and evaluation of sources of information about a future employer and the places where job advertisements are sought (Woźniak, 2016). Understanding and taking into account generational differences in the context of the use of digital technologies in recruitment is essential for effective talent acquisition and building a strong employer brand. Adapting recruitment processes to the needs and preferences of individual generations allows for the creation of a positive candidate experience and strengthens the organization's competitiveness in the labour market. In this context, it is important to understand the differences in approaches to the implementation of modern technologies in recruitment processes. Companies that use advanced digital tools in their recruitment processes are perceived as innovative and attractive by younger generations. The same technologies are often perceived differently by employees with more professional experience, whose level of technological advancement and expectations in terms of direct contact are different. Thus, employers often have to remember to maintain a balance between modernity and inclusiveness.

IV. THE IMPACT OF TECHNOLOGY ON RECRUITMENT PROCESS

Over the past decades, recruitment processes have undergone a significant transformation thanks to the integration of digital tools that have revolutionized the way talent is acquired and selected. This evolution encompasses a variety of technologies, from databases and application tracking systems to online job

portals and advanced artificial intelligence-based solutions. Digital technologies began to enter recruitment processes as early as the 1960s, when the first computerized candidate databases and applicant tracking systems (ATS) appeared, which were used to catalogue candidate applications and automate recruitment processes. Today, these applications facilitate comprehensive management of candidate information and ensure full automation of the entire recruitment process (Kurek, 2021). In the 1980s, with the implementation of ERP systems, their functionality was expanded to include the processing of employee and candidate data, which facilitated the registration of candidates and the analysis of their qualifications. At the turn of the 1980s and 1990s, even before the commercial Internet appeared, American employers began experimenting with electronic bulletin boards and advertisements in Usenet-type systems, where job offers were published in text form. The real revolution in recruitment came with the launch of the Monster.com job board in 1994, which allowed candidates to submit their CV and apply for jobs online. Soon after, other websites were created, which began the process of moving job vacancies from newspaper advertisements to the internet. Online recruitment has significantly shortened the recruitment process and reduced its costs. It has also made it easier for candidates to find jobs and simplified the tasks performed by recruiters (Calin, Bivolarau and Ivan, 2016). Today, it provides candidates with immediate, real-time interaction and round-the-clock job search activity (Rosoiu and Popescu, 2016).

The next step in the use of the internet for recruitment processes was the emergence of social media, in particular LinkedIn, which was the first global professional network. Employees began to use it en masse to build their personal brands and obtain information about job offers, while recruiters used it to search for talent. In Poland, it currently has approximately 5.5 million users and is used by nearly 90% of recruiters (Kostrzewska, 2024). However, it is worth noting that preferences regarding the use of social media depend on the age of employees. Research conducted in Poland in 2023 shows that Millennials are more likely than younger people to use Facebook and LinkedIn. Although Generation Z are also active on Facebook, they are less so than their older counterparts and are more likely to use Instagram (Social Media 2024, 2024). The transfer of a significant part of recruitment activities to the Internet has made building an attractive employer image as important online as offline (Bejtkovský, Rózsa and Mulyaningsih, 2018). As Dorota Kurek points out, the term Digital Employer Branding is increasingly used in relation to activities carried out using digital tools in the virtual space (Kurek, 2021).

Currently, companies are increasingly using chat bots and virtual assistants based on artificial intelligence to handle initial contact with candidates, which can answer questions about the position, collect basic information and even conduct preliminary screening of candidates (Vedrnikow et. al., 2022). They are turning to block-chain technology to verify employment history and the authenticity of references. To confirm candidates' skills and competences, they use gamification. Specially designed tests and simulations, often in the form of interactive games, are intended to provide answers as to how an employee will cope with problem solving or whether they fit into the organizational culture (Kostrzewska 2024). Some companies go a step further and even use augmented and virtual reality, attempting to conduct recruitment meetings in the metaverse, a virtual world where people are replaced by avatars (Durana, Krulicky and Taylor, 2022). This allows recruiters to use artificial intelligence to see how a candidate will perform in the work environment (Howkins, 2022). ATS systems have become standard in organizations that employ a large number of people. They are increasingly using machine learning, artificial intelligence and predictive analytics to identify candidates with the greatest potential for success in the workplace. To predict their suitability for the organization, these systems analyse data from CV, test results and even candidates' behaviour during video recruitment. Interviews conducted in this way allow recruiters to assess candidates without the need for physical presence. The integration of artificial intelligence with video analysis allows for the assessment of not only the content of what is said, but also body language and tone of voice, providing additional information about the candidate (Kurek, 2021). However, the automation and use of artificial intelligence in recruitment raises certain ethical concerns and controversies regarding data privacy, process transparency and dehumanization due to evaluation by algorithms. This translates, among other things, into how different generations of employees perceive the ongoing digitization of recruitment processes.

Remote recruitment, which consists of publishing job advertisements online, collecting and analyzing them using applications, and conducting interviews using video tools, has gained popularity during the pandemic, but it is also a response to the globalization of the labour market and the growing number of remote workers. From the recruiters' perspective, it offers an opportunity to shorten the recruitment process and reduce the costs associated with organizing face-to-face meetings. Video technologies make it possible to reach candidates from different regions, which increases the diversity and potential of talent available to organizations (Branowska, 2021). Video recruitment most often takes the form of a synchronous online conversation that takes place in real time, allowing for direct interaction between the recruiter and the candidate. This form allows for the assessment of not only the candidate's professional competence, but also their communication skills and cultural fit. However, it can also be conducted asynchronously, where candidates record their answers to pre-packed questions at a time convenient for them, and recruiters evaluate them at any time. This approach increases the flexibility of the recruitment process and allows for the comparison of different candidates' answers in a uniform format. Time flexibility is also increased by the use of video presentations, which involve candidates preparing short films presenting their experience, skills and motivation to work. Such materials can be used to supplement a traditional CV, providing a more dynamic picture of the candidate (Sołek-Borowska and Wilczewska, 2018). Thanks to the possibility of conducting interviews remotely, expenses for travel or renting space are

eliminated. E-recruitment can significantly reduce the costs of acquiring employees. It also helps to build the image of the employer as a modern and technology-friendly organization (Baykal, 2019). However, the use of video recruitment has certain limitations. Despite the possibility of visually assessing the candidate, the lack of physical presence may limit the ability to fully assess body language or other subtle non-verbal cues. There is also a risk that recruiters may unconsciously form opinions based on the candidate's appearance or background, which may lead to biased assessments. The quality of the online connection can affect the ability to understand each other during the interview and the stress associated with this for the candidate. Candidates may have concerns about the security of their data and how and where the recordings will be stored. The reservations expressed by some employees and practitioners in the industry concern in particular asynchronous video recruitment, which they consider to dehumanize the recruitment process and make it difficult to assess candidates accurately (Yacine and Karjaluoto, 2022).

V. REMOTE RECRUITMENT IN EMPLOYERS' JOB OFFERS

Remote recruitment, although, as already mentioned, successfully used to varying degrees in the past, has become widespread with the outbreak of the pandemic. A survey conducted by OLX, a nationwide job advertisement website, shows that in 2020, 51% of employers used it to recruit new employees. However, it is worth noting that only 7% did so entirely remotely, with the rest using a hybrid model. Despite the risks, 49% of employers conducted recruitment exclusively in person. However, the employers surveyed were not satisfied with the results of remote recruitment. They complained about the low number of candidates and their insufficient skills. (OLX, 2021A). This situation may be reflected in the results of another survey conducted by OLX among employees. It shows that 75% of employees were hired during this period as a result of traditional recruitment, and only 28% after participating in a video interview. This may suggest that despite the growing number of remote recruitment offers, employees chose the traditional model of applying for a job. (OLX, 2021B). The spread of remote recruitment led to the introduction of job tagging for remote recruitment on Poland's largest job portal, Pracuj.pl, in March 2020. The highest percentage of ads tagged in this way was recorded in early May 2020, during the first lockdown. At that time, 50% of all offers posted on Pracuj.pl offered full recruitment without direct contact. This number then steadily decreased, as shown in Table 1. (Pracuj.pl, 2020).

TABLE 1.: NUMBER OF JOB OFFERS ENABLING REMOTE RECRUITMENT ON PRACUJ.PL

Date of analysis	Percentage of offers enabling remote recruitment
May 2020	50%
December 2020	30%
February 2021	31%
June 2021	32%
December 2021	39%
March 2022	37%
June 2023	32%

Source: *Based on:* (Pracuj.pl, 2021A); (Pracuj.pl, 2021C); (Pracuj.pl, 2022); (Pracuj.pl, 2020B), (eRecruiter, 2023).

These data show that despite a significant decline in the number of remote recruitment offers after the first phase of the pandemic, this form of recruitment maintained its strong position regardless of the epidemiological situation. An analysis of Poles' attitudes towards remote recruitment also indicates that its popularity is a permanent phenomenon, although the course of the pandemic has affected its perception. This form was most popular in the first phase of the pandemic, after which the percentage of supporters declined but remained at a consistently high level.

TABLE 2.: LEVEL OF ACCEPTANCE OF REMONTE RECRUITMENT BY EMPLOYESS

Date of analysis	More likely to participate in recruitment	Less inclined to participate in recruitment	The form of recruitment does not affect the willingness to participate in the recruitment process.
April 2020	49%	5%	46%
September 2020	38%	8%	54%
February 2021	38%	9%	53%
March 2022	42%	13%	45%

Source: Based on (Pracuj.pl, 2022).

The research conducted by Pracuj.pl in 2020 and 2021 shows that 71% and 88% of respondents, respectively, have a positive attitude towards video recruitment interviews, while only 9% and 12% have a negative opinion (Pracuj.pl 2020; Pracuj.pl 2020). After the pandemic, entrepreneurs did not abandon video recruitment techniques. Although the number of fully remote recruitment processes has decreased, they still constitute a significant part of all recruitment processes. According to the eRecruiter Candidate Experience survey, in 2021 48% of employers conducted recruitment processes entirely remotely, and in 2023 only 32%. However, 48% of employers conducted recruitment in a hybrid model, consisting of conducting part of the recruitment process remotely (eRecruiter, 2023). This could be, for example, the first stage of an interview conducted using video techniques to verify the initial suitability of a candidate for a job, or the automation of receiving applications from candidates. Research also shows that Poles are not afraid of technological innovations in recruitment. According to the research, as many as 64% of Poles have a positive or neutral attitude towards the use of artificial intelligence in the recruitment process. 21% of them would be more willing to participate in recruitment if they knew that artificial intelligence would be used in the recruitment process. Only 36% have a negative view of the use of AI. 43% of respondents have no objection to being interviewed online by a bot (Pracuj.pl, 2021 B).

The use of new technologies in the recruitment process can therefore influence employees' perception of the employer's brand, just like other elements of the employee search process. A study conducted in 2023 by eReruiter shows that the way recruitment is conducted and the experience associated with it directly influence the perception of the employer's image. 68% of specialists and 55% of manual workers believe that recruitment reflects the company and the way it is managed. Only 22% of specialists and 29% of manual workers believe that the recruitment process does not reflect the company (eRecruiter, 2023). From an employer branding perspective,

this is therefore an important area of research. This is all the more so as there are differences in employees' expectations regarding the recruitment process depending on the type of work they do. The survey shows that only 22% of specialists and 16% of manual workers prefer to participate in recruitment processes that are conducted entirely remotely. A hybrid form is preferred by 39% of specialists and 29% of manual workers. On the other hand, 26% of specialists and 40% of manual workers prefer traditional recruitment (eRecruiter, 2023). This shows that specialists are much more likely (61%) than manual workers (45%) to prefer recruitment where some or all stages are carried out remotely (Pracuj.pl, 2023). The divided opinions of candidates on their preferred form of recruitment indicate that it is worth monitoring their needs in this area on an ongoing basis. These may vary not only depending on the type of work performed, but also due to their belonging to different generations of employees, distinguished on the basis of age.

VI. RESULTS OF THE RESEARCH

T The study conducted by the author of this publication focuses on the perception of video recruitment by Generation Z employees, the youngest on the labour market. Although the study is not representative, its results provide a better understanding of the needs of this group, which has important practical implications, as tailoring the form of meetings to the expectations of potential candidates can pay off in the form of greater chances of attracting the most valuable employees. The CAWI survey was conducted on a deliberately selected group of students from the Pomeranian University in Słupsk (n=192) in November 2024. Students of the courses of Management and Logistics were selected for the survey. These individuals were selected due to the fact that they are very often active on the labour market and navigate it more consciously due to the specific nature of their education. As already mentioned, the aim of the study was to determine how the use of video interviews in the recruitment process influences the creation of candidate experience and builds the image of the employer among Generation Z job seekers.

Hypothesis [H1] assumed that Generation Z representatives who believe that remote interviews make it harder to connect with recruiters and limit their ability to fully present themselves are more likely to think that potential employers are not interested in getting to know them. In order to verify this hypothesis, the responses of 192 respondents were analyzed. Based on the analysis of statements regarding experiences with video recruitment, a group of people (37.5% of the total) was identified who indicated difficulties in interaction or self-presentation in remote conditions. This group included the following responses: 'the remote format made it difficult to interact with the recruiter', 'I felt less comfortable, it was more difficult to talk' and 'I felt that I couldn't present myself properly', 'I was bothered by the fact that I couldn't see the workplace' (see Table 3).

TABLE 3.: GENERATION Z REPRESENTATIVES' EXPERIENCES WITH VIDEO RECRUITENT (N=192)

The form of recruitment was irrelevant to me	49,48%
I felt more comfortable, the conversation was easier	13,02%
I was bothered by the fact that I couldn't see the workplace	14,06%
The remote format made it difficult to interact with the recruiter	7,80%
I felt less comfortable, it was more difficult to talk	5,21%
I felt that I couldn't present myself properly	10,0%

Source: based on the author's research

In addition, the general perception of the employer's image by Generation Z representatives was analyzed, regardless of their assessment of the interview itself. The data presented in Table 4 indicate that 44% of respondents consider employers who use online recruitment to be modern, and 25% consider them to be flexible. At the same time, only 5% of respondents attribute a lack of willingness to get to know the candidate to employers who use online recruitment.

TABLE 4.: GENERATION Z REPRESENTATIVES' PERCEPTION OF EMPLOYERS CONDUCTING VIDEO RECRUITMENT (N=192)

I consider them modern	44,0%
I consider him flexible	25,0%
I consider them to be trying to meet the employee halfway	5,0%
Does not take the candidate seriously	5,0%
Does not care about getting to know the candidate	5,0%
Treats the employee as an object	2,0%
The form of recruitment says nothing about the employer	13,5%

Source: based on the author's research

These data serve as a reference point for analyzing differences in attitudes depending on the assessment of the quality of interaction during recruitment. In the group of people who reported difficulties in interaction and self-presentation, the percentage attributing a lack of commitment to getting to know the candidate to the employer was 7%, while in the group of other respondents it was 3%. Although no formal statistical test was used, the observed difference may indicate a relationship between the negative perception of the recruitment form and the intention attributed to the employer. It is also worth noting that even those who expressed reservations about the effectiveness of self-presentation in remote conditions often still perceived the employer as modern (46%) and flexible (18%). This may suggest an ambivalent nature of the assessments, where recruitment technology, despite its functional limitations, may also be seen as an expression of the organizations modernity. It may also evoke both appreciation and emotional distance, depending on the aspect of the assessment. On this basis, hypothesis [H1] was positively verified in exploratory terms. Although the results are not conclusive, they allow us to conclude that the form of recruitment communication influences the perception of the employer's intentions and commitment to getting to know the candidates. However, further research using statistical methods is needed to deepen the identified relationships.

Hypothesis [H2] assumed that Generation Z representatives who believe that, due to the limitations of video communication, they are unable to adequately present

themselves during a job interview will declare that such offers discourage them from applying. In order to verify this, a group of respondents (n=20) was selected who assessed that the video recruitment format limited their ability to present themselves. In this group, one in ten respondents explicitly ruled out the possibility of participating in remote recruitment again. The vast majority, 70%, although they prefer traditional interviews, did not consider online recruitment to be an effective deterrent. The remaining 20% expressed even greater willingness to participate again in a video-based process. By comparison, among respondents who did not indicate any self-presentation problems, only 8% declared that they did not wish to participate in further remote recruitment. About one-third of this group (34%) admitted that they prefer traditional interviews, but do not consider video recruitment to be a serious obstacle. Slightly fewer (18%) rated this form as more comfortable and expressed their willingness to participate again. Importantly, as many as 40% of respondents in this group considered that the form of recruitment did not influence their decision to apply – this response did not appear at all among those who experienced difficulties with self-presentation.

The above analysis shows that people who rate their self-presentation skills in video format negatively are more likely to prefer traditional forms of job interviews, although – and this is worth of emphasizing – this does not translate into an outright rejection of remote recruitment. The differences between the groups – both in terms of extreme statements and the presence of the answer "the form does not matter" – may indicate subtle but significant differences in the perception of comfort and flexibility of recruitment processes. Thus, the hypothesis has not been fully confirmed. The results suggest only a moderate tendency indicating that negative experiences related to the limitations of video communication may influence a more cautious approach to this form of recruitment. However, this relationship requires further verification using formal statistical tests.

Hypothesis [H3] assumed that Generation Z representatives who treat online recruitment as a form of reducing interview stress perceive employers who use this form of recruitment as meeting candidates' expectations. In order to verify this hypothesis, the responses of the respondents (n = 192) were analyzed, identifying a group of people (n = 88) who indicated that online recruitment reduces their stress levels, mainly due to the lack of a face-to-face meeting with the recruiter. Next, their perception of the employer's image was compared with the responses of respondents for whom this form of communication had no impact on their perceived stress level. In the group of people who considered online recruitment to be conducive to stress reduction, 18% perceived the employer as meeting the expectations of candidates. In the corresponding group of other respondents, this percentage was 14%. It is worth noting that in both cases the answer was 'I consider them to be trying to meet the employee halfway'. A more general analysis of the perception of the employer indicates that among respondents who appreciated the possibility of reducing stress during video recruitment, as many as 74% expressed positive opinions about the recruiter. This category included the following responses: 'I

consider them modern', 'I consider them flexible' and 'I consider them to be trying to meet the employee halfway'. Negative attitudes (sum of responses: 'does not take the candidate seriously', 'does not care about getting to know the candidate', 'treats the employee as an object') were expressed by 11% of this group, while 14% indicated that the form of recruitment 'says nothing about the employer'.

For comparison, in the group of people for whom the form of recruitment did not affect their stress level, 68% of respondents presented a positive image of the employer, 15% expressed negative opinions, and 17% considered that the form of the interview did not provide any information about the employer. The data collected therefore indicates that the perception of remote interviews as a stress-reducing factor is correlated with a slightly more positive assessment of the employer. The differences are not significant, but the trend is clear. People who see the emotional benefits of video recruitment are more likely to attribute values such as flexibility and openness to candidates' needs to the organization. Thus, hypothesis [H3] should be considered preliminary confirmed. The observed correlation, although moderate, indicates the importance of emotional factors in shaping the perception of the employer's image in the eyes of Generation Z candidates. Further research in this area is needed, using statistical tests and in-depth analysis of the psychological mechanisms accompanying the reception of recruitment communication. It follows that people who find online communication less stressful rate employers better than those for whom this is irrelevant.

VII. DISCUSSION AND CONCLUSIONS

The aim of the study was to determine how the form of the interview, in particular the video format, influences the candidate experience and the way job seekers perceive the employer. Although based on a non-representative sample of deliberately selected students from management-related fields, the results reveal several clear trends in the attitudes of Generation Z towards online recruitment.

First of all, it was observed that people who experience difficulties in self-presentation and relationship building in remote conditions are more likely to question the employer's intentions and attribute less commitment to getting to know the candidate. On the other hand, even candidates who express such reservations are able to see the advantages of the technological form of contact, which may indicate a separation between the assessment of the tool itself and the emotional costs of its use.

In the case of people who find it difficult to present themselves, there was no clear rejection of video recruitment, although they prefer face-to-face contact more often than other groups. This is a sign that a negative experience does not necessarily translate into complete avoidance of a given form of recruitment, but may influence the overall attitude towards the process and expectations of its course. On the other hand, respondents for whom online recruitment was a way to reduce stress showed a slightly higher level of appreciation towards employers using this method. The differences are not

significant, but their direction suggests that positive emotions accompanying the recruitment experience may translate into a more favourable perception of the organization.

In summary, the form of communication in the recruitment process influences not only the subjective feelings of candidates, but also the way they interpret the attitude of a potential employer. Video interviews may be seen as modern and flexible, but they can also raise concerns about a lack of authentic contact. These results confirm that candidate experience is a multidimensional phenomenon that depends on individual preferences and communication skills. Given the exploratory nature of the study and the limitations of the sample selection, the results should not be generalized to the entire population. Nevertheless, they provide a valuable starting point for further analysis and can inspire reflection on how the interview format influences the candidate - organization relationship at the initial contact stage.

The study provided a better understanding of how Generation Z perceives video interviews and how they shape their recruitment experience and perception of the employer brand. Based on the assumptions of signaling theory, it was shown that the way the recruitment process is conducted, including the choice of communication channel, serves as an organizational signal that can significantly influence the perception of the employer's intentions and professionalism.

The results of the study indicate that some candidates interpret the use of video recruitment as a discouraging signal, especially when this form makes it difficult to establish contact and present themselves adequately. On the other hand, for some respondents, the video form is a positive signal, demonstrating the employer's openness, focus on the candidate's needs and stress reduction.

From an employer brand management perspective, it is recommended that organizations consciously design the recruitment process as a tool for communicating organizational values. Video recruitment, as a modern form of contact, should be used in a thoughtful and flexible manner, taking into account the diverse expectations of candidates. It is also worth providing additional signals to support the process, such as clear instructions, personalized contact and empathetic communication, which can eliminate negative associations and strengthen the positive perception of the organization as an employer.

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