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BSc Thesis in Business and Economics

From Face-to-Face to Screen-to-Screen

Investigating How Interview Formats Shape Applicants' Perception of Fairness

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Abstract

Purpose: This study examines applicants' perceptions of procedural fairness across three interview formats: face-to-face, synchronous video interviews (e.g. Zoom/Teams), and asynchronous video interviews (e.g. Hirevue). By addressing the gap between the increasing digitalization of interviews and candidates' perceptions of fairness, we aim to understand how different formats influence these perceptions. Furthermore, we investigate how the media attributes inherent in each format contribute to shaping applicants' fairness perceptions.
Design/methodology/approach: We conducted a quantitative survey with 274 students who had recent experience with one or more of the interview formats examined. Gilliland's procedural fairness framework was applied to measure perceived fairness, and Potosky's Framework of Media Attributes was used to examine how underlying media attributes affect fairness perceptions.
Findings: The results indicate that applicants perceive face-to-face interviews as the most procedurally fair, followed by synchronous video interviews, with asynchronous video interviews being perceived as the least fair. Interactivity, social bandwidth, and transparency emerged as significant positive drivers of fairness perceptions across all formats. Contrary to expectations, surveillance did not significantly impact fairness perceptions. These results fill a significant research gap by providing a granular examination of procedural fairness across different interview formats in the context of technology-mediated interviews. Furthermore, by empirically testing Potosky's Framework, we offer novel insights into the underlying mechanisms driving applicants' fairness perceptions.

Keywords: procedural fairness, technology-mediated interviews, applicant perceptions, media attributes, interview formats

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1. Introduction

1.1. Background

The swift advancement of technology in recent years has fundamentally transformed the ways companies assess candidates. Long regarded as the gold standard for candidate selection, the traditional face-to-face interview was abruptly sidelined due to the COVID-19 pandemic. To sustain hiring processes in a remote environment, companies turned to various technology-mediated interviews, such as videoconference interviews through platforms such as Zoom and Teams (Vashistha, Goel and Dhiman, 2021). These digital interview formats quickly gained widespread appeal among organizations, offering various logistical benefits such as increased cost-savings and access to a wider talent pool (Chapman, Uggerslev and Webster, 2003). Although COVID-19 has largely subsided and in-person options have returned, companies appear to have firmly solidified their stance: According to a report by Indeed (2021), 93% of companies intend to continue relying on technology-mediated interviews, sometimes as the exclusive means of candidate assessment. While companies have firmly established their reliance on technology-mediated interviews, an equally critical question arises: how do applicants perceive these modern interview formats?

While traditional face-to-face interviews have been extensively studied, there remains limited understanding of how fairness perceptions extend to the newer, technology-mediated interview formats, revealing a substantial research gap in understanding applicant experiences (Bauer *et al.*, 2006; Blacksmith, Willford and Behrend, 2016). Furthermore, as companies continue capitalizing on the cost-benefits associated with technology-mediated interviews, research suggests that the widespread adoption of these formats with a limited understanding of how applicants perceive them may carry significant unintended consequences. By utilizing selection methods associated with lower applicant fairness perceptions, companies are not only driving away excellent candidates (Chapman, Uggerslev and Webster, 2003), but also reducing the likelihood of applicant offer acceptance (Konradt *et al.*, 2017) and future re-application (Hausknecht, Day and Thomas, 2004), while amplifying negative experiences shared in online forums (Carpentier and Van Hoye, 2021). The gravity of these consequences highlight the urgent

need for further research on candidate perceptions, a call echoed by various scholars (Levashina *et al.*, 2014; Ryan and Ployhart, 2014; Blacksmith, Willford and Behrend, 2016).

Drawing on questionnaire responses from 274 students, this thesis addresses the research gap through a quantitative comparison of applicant fairness perceptions across three interview formats:

	Interview Format	Definition
	Face-to-Face Interview (F2F)	The traditional, in-person interview format, considered the gold standard for its direct interpersonal interaction.
Technology-Mediated Interviews (TMIs)	Synchronous Video Interview (SVI)	Interview conducted in real-time over video platforms (e.g., Zoom, Teams), simulating face-to-face interaction remotely.
	Asynchronous Video Interview (AVI)	Allows applicants to log onto portal and record responses to pre-set questions at their convenience, without live interaction.

1.2. Aim and Research Question

The primary aim of our study is to enhance the body of research on technology-mediated interviews (TMIs) by addressing the gap between increasingly digitalized interview formats and candidates' perceptions of fairness. This is primarily done through comparing applicant fairness perceptions across F2Fs, SVIs, and AVIs. To achieve this, we will be employing the seminal work of Gilliland (1993) to pinpoint the specific dimensions of procedural fairness that are most impacted by the widespread transition to TMIs.

Furthermore, this study transcends a mere comparison of interview formats by delving into the foundational attributes that underpin fairness perceptions across these formats. Guided by Potosky's Framework of Media Attributes (PFMA), we systematically investigate how the

distinct media attributes inherent to each interview format contribute to shaping applicants' perceptions of fairness.

To achieve the aforementioned purpose, we will be exploring the following research questions:

1. *How do applicant fairness perceptions compare across interview formats?*

2. *How do Potosky's Media Attributes drive candidates' fairness perceptions across interview formats?*

1.3. Delimitation

Our thesis will examine applicants' perceptions of fairness in the specific context of interviews. While we do recognize that broader recruitment efforts, such as assessment tests, recruiter behavior and pre-interview communication, could influence fairness perceptions, our study intentionally narrows down the scope to the specific context of interviews. This decision is grounded in the fact that interviews remain, by far, the most preferred method of candidate assessment by companies (Nikolaou and Georgiou, 2018), while also representing a critical point of interaction for applicants where their initial perceptions of the company are formed (Danielsen and Ueland, 2017).

Our data is collected from students at SSE, KTH and SU, pursuing primarily internships and student jobs, which does introduce various limitations. First, while students are frequently employed as the primary sample in the field of applicant perceptions (Blacksmith, Willford and Behrend, 2016), the narrow sample pool does admittedly limit the generalizability of findings across a broader, more diverse applicant pool. Furthermore, our observations may not fully extend across borders, where differing cultural influences may drive candidate perceptions and reactions (Griswold *et al.*, 2022). Finally, given that surveyed students are mostly pursuing degrees in economics, business and engineering, findings may not apply to other industries where recruitment practices and candidate expectations differ significantly, or to hiring processes for more senior roles.

To increase the reliability of the study, we have intentionally restricted our sample to students with recent, first-hand experience of the interview formats examined in this thesis, as this allows us to gather data rooted in actual, up-to-date experiences, rather than in hypothetical or uninformed responses.

2. Literature & Theory Review

2.1. Applicant Fairness Perceptions in Organizational Selection Processes

With strong roots in Greenberg's work, organizational justice theory (OJT) has been the dominant framework for examining applicant perceptions of fairness within organizations (Chan *et al.,* 1998). While research has historically centered around understanding fairness from the perspective of the organization (Hausknecht, Day and Thomas, 2004), recent years have seen a growing and sustained scholarly interest in examining the perspective of applicants (McCarthy *et al.*, 2017). This research field, commonly referred to as applicant reactions or applicant perceptions literature, centers on understanding and describing the attitudes, cognitions, and evaluations that applicants develop regarding selection procedures (Hausknecht, Day and Thomas, 2004). A pivotal contribution to this field was made by Dr. Stephen Gilliland, who's seminal 1993 work is regarded as the cornerstone of the applicant perceptions literature. This framework, lauded for its theoretical sophistication and comprehensiveness (Cropanzano & Ambrose, 2015), provides a foundational understanding of how applicants perceive fairness in selection processes.

Although some of Gilliland's work is concerned with elements of *distributive fairness*, i.e. whether an applicant perceives the outcome of a selection procedure as fair, this study will be solely concerned with *procedural fairness,* i.e. the extent to which procedures used during assessment are perceived as fair or not. Due to the fact that selection methods are intended to filter out the majority of applicants, employers have limited means to alleviate the negative applicant perceptions stemming purely from rejection. Consequently, this has positioned procedural fairness as the main framework through which selection procedures are assessed (Cropanzano and Ambrose, 2015). Gilliland (1993) posits that increasing the procedural fairness in hiring processes enables organizations to enhance applicants' perceptions of fairness, regardless of the outcome of the selection procedure.

2.2. Theoretical Framework: Gilliland's Procedural Fairness Framework (GPFF)

Given this study's focused approach on examining applicants' perceptions of fairness within the context of different interview formats, GPFF provides an ideal foundation for analysis. The

framework posits that procedural fairness is composed of three categories:

1. **Formal Procedure Characteristics:** The fairness associated with the structure, design and characteristics of the selection procedure.

2. **Explanation of Procedures:** Fairness stemming from the clarity and adequacy of information provided to applicants about the selection procedure.

3. **Interpersonal Treatment:** Centers around the quality of dialogue and respect candidates experience during the selection procedure.

At the heart of this theory are ten procedural fairness rules across the three categories delineated above, which collectively encapsulate distinct yet largely interrelated dimensions of procedural fairness. Given that the rules have been formulated to apply broadly across various selection methods, inspiration from various scholars (e.g. Lu, 2023) has been derived to formulate how these rules should be interpreted in the context of interviews (Appendix 2). Applicants' perceptions of these procedural fairness rules, particularly whether they were upheld or violated, will significantly impact their overall evaluation of the interview format (Hausknecht, Day and Thomas, 2004). These rules will be revisited later to outline their application within the context of this study.

2.3. Criticism on GPFF

Although GPFF is foundational within the research field of applicant perceptions, the framework has faced scrutiny for its potential outdatedness, particularly in terms of understanding applicant fairness perceptions of novel TMIs, such as AVIs (Basch *et al.*, 2020). Furthermore, Gilliland's framework excludes practical advantages associated with TMIs which may impact a candidate's fairness perceptions, such as reduced travel costs and time commitment. However, only one quantitative study (Toldi, 2011) was identified that deviates from GPFF by including these factors as measures of procedural fairness, suggesting that this approach remains largely

unadopted within the research community. The inclusion of these pragmatic advantages in our study is deemed too risky, as their incorporation may artificially inflate procedural fairness perceptions for TMIs. Furthermore, given that much of the existing research on organizational outcomes (e.g. job acceptance) relies on perceived fairness as defined by GPFF, deviating from this model could compromise the validity of our results as reliable predictors of crucial outcomes for organizations, thereby diverging from a core objective of this thesis.

2.4. Visualizing Subsequent Research based on GPFF

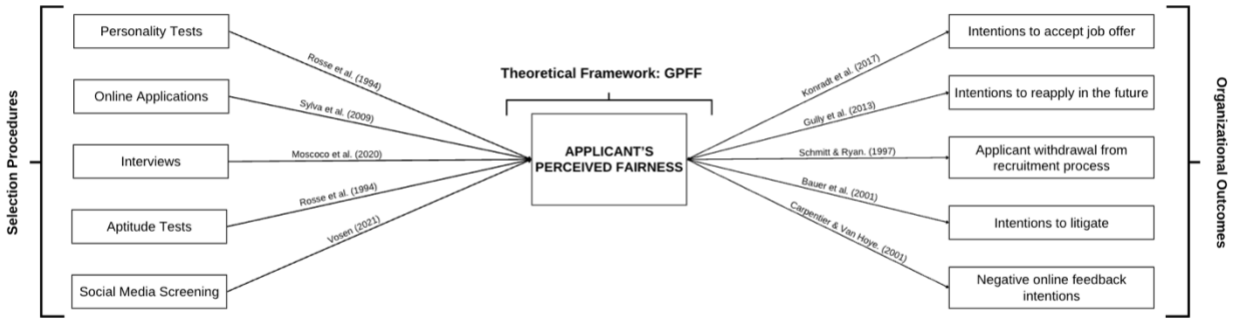


Figure 1: Visualization of the research landscape on procedural fairness in organizational selection procedures (El Moutacim & Petersson, 2024)

2.5. Interview Formats

F2Fs have historically constituted the preferred method of candidate selection for both organizations and applicants, generating a substantial body of research that dates back to the early 1900s (Levashina *et al.*, 2014). While traditional F2Fs have been extensively studied (Bauer *et al.*, 2006) the rapid advancement and widespread adoption of technology-mediated formats have rendered much of foundational research inapplicable to TMIs (Blacksmith, Willford and Behrend, 2016), prompting scholars to re-evaluate established insights within the

context of these newer formats. The research landscape on TMIs has established two primary types of interviews:

1. *Synchronous interviews*: characterized by real-time interaction, encompassing both SVIs and voice-only telephone interviews.

2. *Asynchronous interviews*: characterized by time-displaced communication, encompassing AVIs.

2.6. Potosky's Framework of Media Attributes (PFMA)

A key distinction between the various interview formats lies in how the communication is mediated, leading to the widespread usage of communication psychology theories, such as *Media Richness Theory* (Daft and Lengel, 1986) and *Social Presence Theory* (Short et al., 1976), to elucidate the underlying distinction between formats. More recently, *Potosky's Framework of Media Attributes* (PFMA) has emerged as a promising theory, combining elements from MRT and SPT to produce a framework that looks across four media attributes to determine the underlying structure of an interview format (Potosky, 2008). From its inception as a foundational framework for understanding TMIs, PFMA has often been adopted as either a primary or complementary tool in comparing various interview formats (Ebadi and Bashiri, 2021).
PFMA posits that each medium is made up of four key attributes that characterize its nature: *Interactivity* captures the pace and reciprocity of exchanges, aligning with MRT's concept of feedback richness by supporting dynamic, two-way communication. *Social Bandwidth* reflects a medium's ability to convey rich information through multiple social cues, paralleling MRT's focus on managing nuanced interactions. *Transparency*, defined as the medium's capacity for clear and uninterrupted communication, aligns with SPT by minimizing technological distractions and amplifying the perceived presence of the interviewer. Lastly, surveillance refers to the degree to which the medium allows for observation, interruption or monitoring by third parties. In the context of interviews, PFMA posits that the ideal interview format would maximize social bandwidth, interactivity and transparency, while minimizing the degree of surveillance. The same interpretation has been used by various scholars to hypothesize why

applicant perceptions differ across formats (e.g. Basch & Melchers, 2019; Langer et al., 2017; Rizi & Roulin, 2024).

2.7. Criticism on Potosky's Framework of Media Attributes

The main criticism on PFMA centers around its development prior to the widespread adoption of TMIs, especially AVIs, presenting unique challenges that may not always be fully captured by PFMA. Furthermore, critique on media richness theory extends to PFMA, as advancements in technology have made critics affirm that richer media formats may not always be superior (Ishii, Lyons and Carr, 2019). Some researchers are calling for the development of a more recent framework (e.g. Morelli et al., 2017, Blacksmith et al., 2016).

2.8. Research Intersection: Applicant Perceptions of Technology-Mediated Interviews

2.8.1. Foundational & Meta-Analytic Findings

Applicant perceptions of TMIs have been extensively influenced by foundational meta-analytic research. Blacksmith et al. (2016) conducted a meta-analysis (*N = 1,557)* of twelve studies from 2001 to 2007 examining early TMIs, including telephone interviews and SVIs. The study found that applicants generally viewed TMIs more negatively than F2Fs, primarily citing issues related to impaired communication and reduced social presence. However, these findings are based on early versions of TMIs, which were limited by the technological constraints of that period, potentially exacerbating the negative applicant perceptions. Given the significant advancements in technology acceptance, videoconferencing, and the emergence of novel interview formats such as AVIs, the applicability of these earlier findings to contemporary TMIs remain uncertain. This situation exemplifies a common predicament in technology-focused research, where the rapid pace of technological evolution can swiftly render prior conclusions outdated (Basch *et al.*, 2020). To address this issue, the subsequent sections make a deliberate effort to draw on insights from more recent studies that better reflect the current landscape of TMIs.

2.8.2. Applicant Perceptions of SVIs

In a more recent experimental study, Melchers et al. (2021) compared various applicant perceptions of F2Fs and SVIs, focusing on favorability, psychological strain, overall fairness and anxiety. The findings revealed that while applicants initially expressed a preference for F2Fs,

post-interview evaluations showed no significant differences between the two formats, suggesting that SVIs may offer a comparable experience to F2F interviews. However, contrasting these findings, Basch et al. (2021) using post-interview questionnaires, observed that candidates perceive SVIs less favorably than F2F, reporting reduced social presence, impaired eye contact and increased privacy concerns as key factors contributing to the negative evaluation.

Departing from the predominantly quantitative orientation of applicant perceptions studies, Ramachadran and Dulloo (2023) adopted a qualitative methodology, conducting in-depth interviews with a diverse cohort of candidates from various industries. This methodological shift enabled the exploration of perceptions that quantitative approaches might inadvertently overlook due to their inherent reliance on measuring predefined variables. Their research revealed valuable insights regarding the perceived advantages of convenience and inclusivity associated with SVIs, contributing to a more comprehensive understanding of applicant perceptions while highlighting the potential of technology-mediated formats to foster more equitable hiring practices.

2.8.3. Applicant Perceptions of AVIs

In a study comparing applicant perceptions and performance in SVIs and AVIs, Langer et al. (2017) found that participants consider AVIs as more invasive, impersonal and "creepy". These concerns for privacy among applicants have appeared in other studies as well (e.g. Brenner et al., 2016). Building on the generally negative perceptions towards AVIs, Rizi & Roulin (2024) examined the role of media richness in alleviating applicants' negative experiences. By replacing default "text-based" introductions with "video-based" ones, applicants experienced significantly higher social presence, which subsequently lowered interview anxiety. These findings affirm earlier notions that interview formats are dynamic, suggesting that identifying and modifying key attributes that drive fairness perceptions may meaningfully influence candidate perceptions.

2.8.4. Individual and Cultural Differences on Applicant Perceptions of TMIs

Certain studies have examined differences in applicant perceptions based on certain moderating variables, such as personality, gender, and culture. Brenner, Ortner and Fay (2016) examined applicant perceptions of AVIs through the lens of technology acceptance, finding that personality

traits have a limited influence on applicant perceptions. Among the traits examined, only openness significantly moderated perceptions, suggesting that individuals with higher openness to experience are more likely to view AVIs favorably.

Further, in a large-scale study (*N=644,905*) conducted in partnership with *Hirevue*, Griswold et al. (2021) examined culture-based applicant perceptions of effectiveness and satisfaction to SVIs and AVIs across 46 countries. The study revealed a preference for SVIs over AVIs, further finding that cultural dimensions such as uncertainty avoidance and indulgence significantly affect perceptions of both formats. However, the same study reported no significant gender differences in perceptions of SVIs and AVIs, aligning with the broader gender-consensus in the field (e.g. Balcerak & Wozniak, 2021; Brenner et al., 2016). This is particularly surprising given the well-documented potential of TMIs to reduce gender bias through increased standardization and the limitation of interviewer discretion (Pogrebtsova, Luta and Hausdorf, 2020).

2.9. Identified Empirical Gap: Perceived Fairness of Technology-Mediated Interviews

Although some of the identified studies briefly examined procedural fairness, it is often being treated as a single variable among broader applicant perceptions, rather than the focal point of in-depth analysis (e.g. Melchers et al., 2021). This fragmented approach has resulted in a substantial research gap, particularly regarding how interview formats influence different dimensions of perceived procedural fairness. This concern has been echoed by scholars (Hausknecht, Day and Thomas, 2004), calling for research that moves beyond general reactions to examine specific perceptions at a granular level.

That said, there are a couple studies that have adopted a granular look into procedural fairness, attempting to bridge the gap between interview format and perceived fairness. Certain studies have adopted the lens of a specific interview format, such as Lu (2023), who utilized a cross-sectional questionnaire design to compare applicant perceptions of AVIs that were evaluated by AI, versus those evaluated by humans. The study found that video-based responses in AVIs evaluated by humans were perceived as more fair. Furthermore, Sears et al. (2013) compared perceptions of fairness and interviewer ratings across SVIs and F2Fs, finding that SVIs are rated

as procedurally less fair than F2Fs due to technological barriers. Finally, a study by Balcerak & Wozniak (2021) confirmed there is a link between procedural fairness dimensions and the acceptance of SVIs.

The authors identified only one study that also compared perceptions of procedural fairness across F2F, SVIs and AVIs (Basch *et al.*, 2020). The study used a field-based questionnaire design where each format was explained, gathering responses from 151 working individuals, finding that F2Fs were rated as more procedurally fair than both SVIs and AVIs, mainly due to increased social presence. However, AVIs have come a long way in terms of development and adoption since 2020, and although social presence provides an interesting lens into understanding differences between TMIs, it fails to account for some crucial aspects, such as how the surveillance or richness attributes affect procedural fairness.

Based on the aforementioned, where TMIs generally seem to be ranked lower on various fairness-adjacent perceptions such as anxiety and privacy, as well as the few studies that examine procedural fairness across formats, it can reasonably be deduced that F2F should rank highest in terms of perceived fairness, with SVIs following, and finally AVIs. These findings are further supported by MRT and SPT, which assert that applicants prefer formats with greater richness and social presence.

Accordingly, our primary hypotheses are:

H1:	Applicants will perceive F2F interviews as more procedurally fair than SVIs and AVIs

H2:	Applicants will perceive SVIs as more procedurally fair than AVIs

2.10. Identified Theoretical Gap: Assessing the explanatory power of PFMA

Despite the widespread usage of theories to hypothesize around discovered perceptions across interview formats, a significant research gap remains in understanding the predictive power of these theories (Melchers *et al.*, 2021). Although studies on TMIs have notable findings regarding differences in candidate perceptions and meta-analytic evidence supports the existence of these differences, the underlying mechanisms driving these perceptions have not been adequately examined. Calls for more theoretically driven research to address this gap are well documented (McCarthy *et al.*, 2017), as the reasons behind observed differences in perceptions remain unknown in most studies (Hiemstra *et al.*, 2019).

We find that the increasing digitalization of interviews coupled with an increased awareness of data privacy makes the *transparency* and *surveillance* attributes in PFMA imperative to exploring fairness perceptions of different interview formats, aspects not captured by MRT or SPT as standalone theories. Despite the widespread use of PFMA for hypothesizing around empirical findings, there remains a significant research gap in measuring how effectively PFMA explains fairness perceptions across different interview formats.

PFMA hypothesizes that interview formats higher in interactivity, social bandwidth, transparency, while lower in surveillance, should have a more positive effect on applicant perceptions. Accordingly, to test whether this holds, our hypotheses are:

H3: Higher levels of interactivity, social bandwidth, and transparency are positively associated with fairness perceptions across interview formats (F2F, SVI, AVI)

H4: Higher levels of surveillance are negatively associated with fairness perceptions across interview formats (F2F, SVI, AVI)

2.11. Tying it all together

The lack of research providing a granular examination of procedural fairness within the rapidly evolving technological landscape makes it imperative to thoroughly compare three widely used interview formats; F2F, SVI and AVI. Furthermore, this study's primary contribution lies not merely in hypothesizing fairness discrepancies using PFMA, but in rigorously assessing the predictive power of each individual media attribute on perceived fairness, a novel approach that, to our knowledge, has yet to be undertaken in existing research.

3. Theoretical Application

3.1. Gilliland's Procedural Fairness Framework (GPFF)

Given this thesis's focus on examining applicants' perceptions of fairness across different interview formats, a more fine-grained approach provides a richer theoretical understanding of procedural fairness while serving as a better diagnostic tool for employers (Cropanzano and Ambrose, 2015). Consequently, GPFF offers a strong foundation in gaining an in-depth understanding of applicants' perceptions of procedural fairness.

In order to compare applicants' perceptions of procedural fairness across the chosen interview formats, the study examines four key procedural fairness rules:

Chosen Fairness Rules	In the context of interviews, this implies:
Job Relatedness The extent to which a test is thought to measure aspects of the actual job situation.	interview questions directly reflect the skills and competencies required for the job.
Opportunity To Perform Giving candidates adequate chance to demonstrate their abilities.	clear opportunity to showcase their knowledge, skills, and abilities during the interview.
Two-Way Communication The opportunity to offer input during the selection procedure.	chance to engage in dialogue, ask questions and seek understanding.
Interpersonal Effectiveness Respect and warmth given to applicants during selection procedure.	a welcoming environment where candidates feel valued and treated with warmth and respect during the interview.

These rules were carefully selected to reflect dimensions most relevant to interviews, particularly in the context of technology-mediated interview (TMI) formats. In the high-stakes context of interviews, *job relatedness* and *opportunity to perform* are not only critical in understanding perceived fairness, but are likely to vary across formats, making them highly suitable for further

comparative exploration. Similarly, the rules of *two-way communication* and *interpersonal effectiveness* measure the interactive dynamics of interviews, which may be constrained or shaped by technology, making them essential in understanding fairness in our study. Furthermore, the selection of these four rules is justified by their consistent identification in foundational studies on fairness perceptions of earlier TMIs (e.g. Langer, König and Krause, 2017). By using similar fairness rules as earlier studies, we enhance the comparability of our findings within the existing literature landscape, enabling effective benchmarking against prior results and thereby contributing meaningfully to the discourse.

3.1.1. Measuring Procedural Fairness Rules

Each procedural fairness rule was measured within each interview format using a single, meticulously crafted survey item. These items were heavily inspired by the Selection Procedure Justice Scale (Bauer *et al.*, 2001), which is widely recognized as the gold standard for assessing Gilliland's procedural fairness dimensions in selection contexts (Butucescu, Iliescu and Opariuc, 2019). Given that prior research has demonstrated that a limited number of procedural fairness rules can reliably capture overall fairness perceptions (Bauer *et al.*, 2001), we aggregated the individual scores into an average procedural fairness score for each format, a method widely adopted by past researchers (Basch *et al.*, 2020).

3.2. Potosky's Framework of Media Attributes (PFMA)

By measuring the levels of media attributes across F2Fs, SVIs and AVIs, we seek to determine whether potential discrepancies in fairness perceptions between the formats can be explained by their varying levels of these media attributes. To exemplify, by measuring social bandwidth across formats and testing its hypothesized positive effect on fairness, we can elucidate whether fairness discrepancies are driven by differences in the level of social bandwidth inherent in each format. The link between PFMA and procedural fairness has been visualized below:

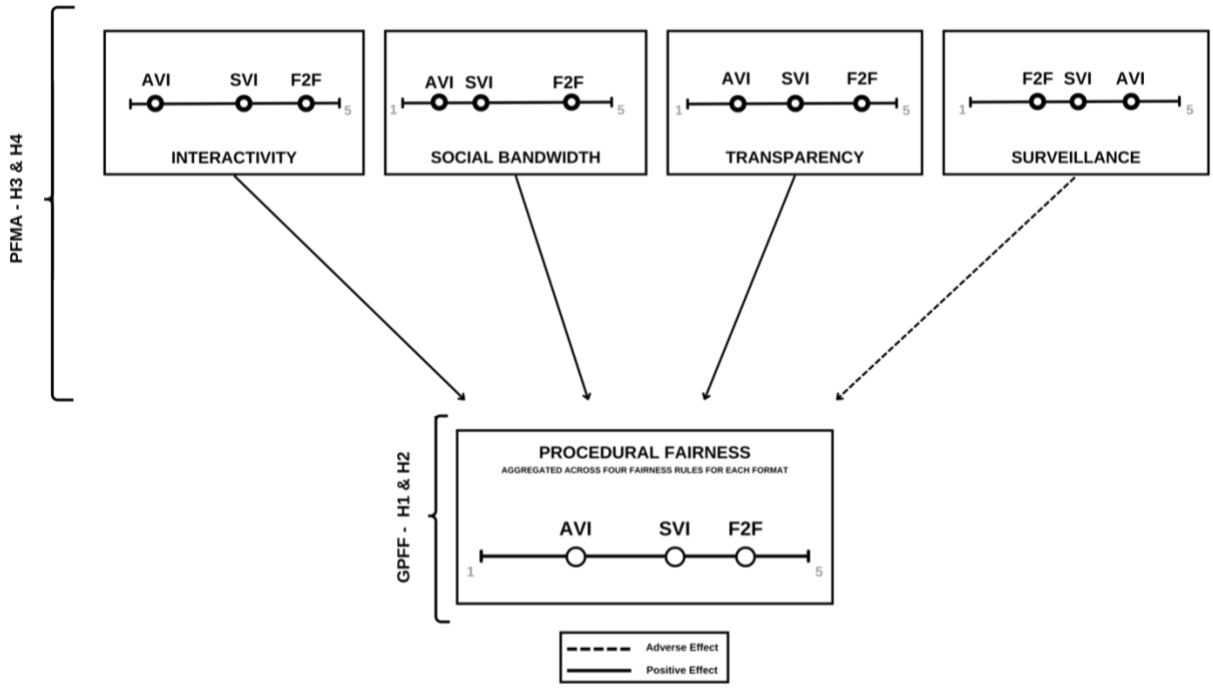


Figure 2: Conceptual link between PFMA and Procedural Fairness
(El Moutacim & Petersson, 2024)

3.2.1. Measuring Media Attributes

Given the absence of established scales for directly measuring these attributes, we developed survey items based on the theoretical definitions of each attribute. For example, *social bandwidth* was measured using the item: "I felt that [insert interview format] allowed me to express a full range of emotions and social cues." These items capture applicants' perceptions of the media attributes inherent in each format, with perception-based measures serving as proxies for the actual levels of interactivity, social bandwidth, transparency, and surveillance. The usage of perceptions as proxies for media attributes is consistent with adjacent research fields, where for example media richness perceptions are used to assess a formats actual media richness (S.Chapman and Webster, 2001).

4. Methodology

4.1. Research Approach

Perceived fairness during an interview process is inherently subjective, with individuals responding differently to various interview formats (Honkaniemi *et al.,* 2013); (Truxillo *et al.,* 2006). While we recognize that the subjective variability in fairness perceptions may initially seem more compatible with a qualitative, interpretivist approach, the demand for systematic measurement and generalizable insights in the evolving field of TMIs calls for a quantitative, objectivist stance. Accordingly, this study is grounded in an objectivist ontological paradigm, adopting a positive stance that views social phenomena as empirically observable, and hence amenable to quantification (Bryman and Bell, 2015). The proliferation of solid theories and comprehensive measurement tools at the intersection between fairness and traditional selection methods has laid a solid foundation for further quantitative exploration into fairness discrepancies across interview formats.

To align with this, the study employs a deductive approach, formulating hypotheses based on established theories (GPFF and PFMA). Specifically, Hypotheses H1 and H2 are developed based on PFMA and other theories (MRT, SPT), while H3 and H4 rigorously test the assumptions of PFMA to determine whether the theory adequately explains potential differences in fairness perceptions across formats.

4.2. Research Design

This thesis employs a quantitative, cross-sectional questionnaire methodology, chosen to assess candidates' perceptions of fairness across various interview formats at a singular point of time. A cross-sectional design offers a pragmatic yet robust approach, enabling data collection across a large sample within the given time constraint. By capturing data across a large spectrum of respondents, this approach allows for the exploration of potential patterns and correlational relationships.

Furthermore, the field-based nature of this study implies that we utilize students actual interview experiences to understand perceptions of fairness, as opposed to an experimental design with

simulated interviews. While both methods are widely used in applicant perceptions research, it is hard to reach sufficient emotional and cognitive fidelity in experimental, simulated interviews (Posthuma, Morgeson and Campion, 2002).

It is worth noting that fairness perceptions towards different interview formats may change overtime as participants gain experience and become more comfortable with the new formats (Melchers *et al.*, 2021), implying that this thesis could have benefited from a longitudinal study approach. To account for this, the study includes participants' levels of exposure to each interview format as one of many control variables.

4.3. Research Method

4.3.1. Sample Selection

To ensure methodological rigor and alignment with the study's objectives, we opted for a purposive sampling method where participants were selected based on specific characteristics that are relevant to the research objective. Multiple measures were taken to enhance the validity of our purposive sampling strategy:

1. First, given that TMIs, especially AVIs, are most likely to be used for junior and internship positions, only students were targeted. Students are subsequently also more likely to have actual experience with the interview formats assessed in this study.

2. To enhance the validity of our data, we restricted the timeframe to students who had experience with the interview format within the past year. While we recognize that a shorter timeframe might have provided more precise recall, and subsequently a more accurate representations of perceived fairness, it would have significantly reduced the number of eligible respondents, thereby compromising the statistical power of the study.

3. Although expanding the sample size to include students from various institutions may have resulted in more answers and broader applicability of our findings, the authors prioritized a more targeted cohort. Furthermore, this limited sampling strategy is also

aligned with accounting for the cultural differences that may otherwise skew results (Griswold *et al.*, 2022). Hence, we tried to account for this by limiting the educational institutions pursued to the geography of Stockholm.

4.3.2. Questionnaire Design

The questionnaire was constructed using adaptive sequencing, employing conditional logic to ensure that participants only respond to questions regarding the specific interview format/s they have prior exposure to. A 5-point Likert scale was chosen as the preferred method of measurement across all ordinal variables. Although certain previous studies have used a 7-point Likert scale (e.g. Lu, 2023), the authors prioritized a 5-point scale to enhance response rates and the quality of the response (Babakus and Mangold, 1992).

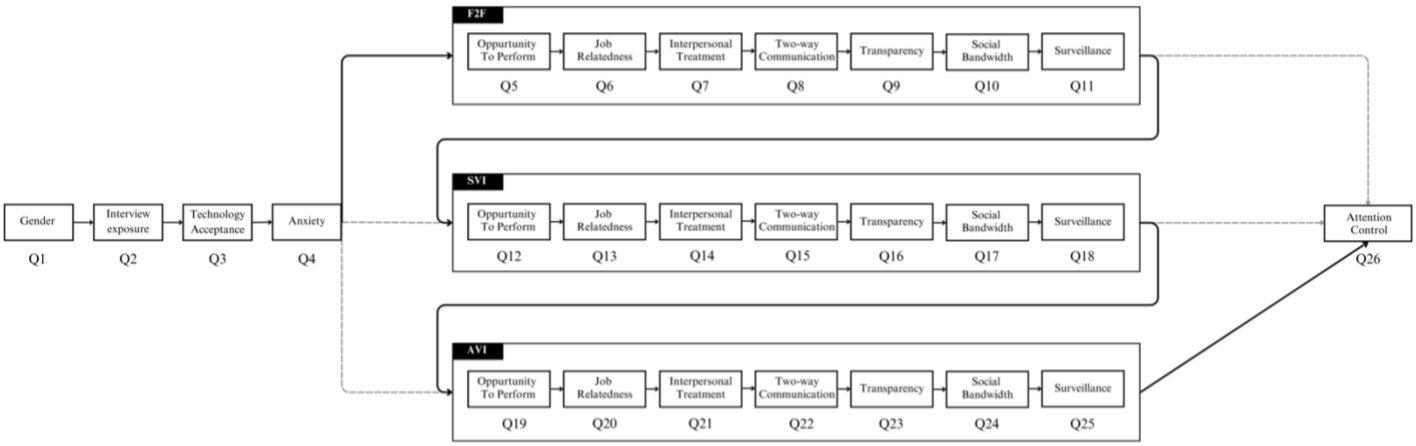


Figure 3: Survey Design Flow (El Moutacim & Petersson, 2024)

The questionnaire (see Appendix 1) included a total of 26 questions, each chosen or developed with careful consideration to ensure they contribute to answering the research question:

- 4 Perceived Procedural Fairness Questions Per Format (Bauer et al., 2001; based on Gilliland, 1993)

- 3 Control-Variable Questions
- 4 Media Attribute Questions Per Format (PFMA)
- 1 Attention-Control Question
- 1 Subject Characteristic Question (gender)

Note: Given the high conceptual alignment between Interactivity (PFMA) and two-way communication (GPFF), we decided to measure them with the same item. This will be discussed further below.

4.3.3. Questionnaire Testing, Modification and Distribution

The questionnaire underwent pre-testing to identify potential issues related to readability, length, and structural coherence. A pilot-version of the questionnaire was administered to a targeted sample of 20 fellow students at SSE, after which feedback was gathered directly from the group. Based on the valuable insights gathered, several modifications were made to improve clarity. These included renaming asynchronous virtual interviews to recorded-video interviews and adding detailed descriptions, along with pictures, to illustrate each interview format for better understanding.

4.3.4 Ethical Discussion

4.3.4.1 Adherence to Regulation

Data collection for this study was conducted in compliance with GDPR and the Stockholm School of Economics (SSE) regulations, ensuring that participation was based solely on informed consent. Participants remained anonymous throughout the survey, were reminded of their right to withdraw from the survey at any time, and incomplete responses were deleted to maintain data integrity and respect for participant autonomy.

4.3.4.2 Data Collection

The questionnaire was distributed to participants through an anonymous link shared via emails at SSE, and flyers with a QR-code were handed out in KTH and SU. To incentivize participation,

all respondents were offered a chance to enter a raffle to win a 600 SEK gift card to a grocery store.

In the email sent out to potential participants at SSE, we used the subject "*Internship Interview Experience"*, a line that accurately reflected the purpose of the email: gathering responses based on experiences with interviews for internships and student jobs. To humorously address the vague nature of the title, we began the email by writing, "[…] apologize for the clickbait." Our intention, with the first email line, was to use a light-hearted and humorous approach to clarify the email's purpose from the outset.

We did not perceive this wording as misleading, as the subject line was truthful and there was no intent to deceive or misguide recipients. However, we acknowledge that the use of the term "clickbait" can carry negative connotations associated with deceptive online practices. Indeed, one recipient perceived the email as ethically dubious, interpreting our opening line as an admission to mislead. We realize that such wording may inadvertently suggested that the email's content was not aligned with its subject line, which was not the case, as it was made evidently clear that the email's content was an invitation to participate in our study (see email - appendix 9). While our goal was to enhance clarity and encourage participation in a humorous manner, we recognize that humor and informal expressions may not be appropriate in all contexts and can be misinterpreted. Having reflected deeply on this, we encourage other researchers to avoid language that could be misconstrued and ensure that the messaging upholds formality and the highest of ethical standards.

4.3.4.3 Ethical usage of Generative AI

Given the rapid evolution of AI technology and the potential for significant repercussions from its misuse, it is imperative to adopt ethical practices and ensure proper attribution when employing AI tools (Chetwynd, 2024). The authors limited the utilization of generative AI to three specific areas: breaking down complex theories, brainstorming how to structure the thesis, and troubleshooting code issues. Furthermore, all interactions with GenAI were thoroughly examined and validated by us, in accordance with the ethical and responsible use of AI to maintain the integrity and originality of our work (Chetwynd, 2024).

4.3.5 Explanation of Statistical Models

Our analysis employs a rigorous, dual-model approach to examine perceived fairness across interview formats, and moreover, to identify the underlying media attributes driving these fairness perceptions.

4.3.5.1 Initial Model – Comparative Analysis of Fairness Across Interview Formats

In line with the comparative nature of this thesis, a mixed-effects model was employed as the primary statistical method to assess significant differences in perceived fairness across the three interview formats. This approach was chosen for its ability to effectively account for the unbalanced repeated measures data, where respondents provided evaluations for varying amounts of interview formats.

Comprehensive diagnostic assessments were conducted to validate the assumptions of the initial mixed-effects model (Appendix 3). Linearity was evaluated using the Residuals vs. Fitted Values plot (Appendix 3.1), which revealed only minor deviations from linearity. These slight irregularities are deemed inconsequential given the substantial sample size (n = 274) and the inherent robustness of mixed-effects models (Schielzeth *et al.*, 2020). Multicollinearity was assessed via Variance Inflation Factors (VIFs), all of which were well below the recommended threshold of 5 (Appendix 3.2), thereby ensuring stable and reliable coefficient estimates. Homoscedasticity was supported by the Scale-Location plot (Appendix 3.3), which demonstrated a consistent spread of residuals across fitted values with minimal variability. Additionally, although the Breusch-Pagan test is not fully applicable to mixed-effects models, it confirmed the absence of heteroscedasticity (Klein *et al.*, 2016). Normality of residuals was examined through the Normal Q-Q plot (Appendix 3.4), indicating that residuals closely adhered to the diagonal reference line, with only slight deviations at the tails—typical for large samples (Schielzeth *et al.*, 2020). Visual inspection was favored over statistical tests such as the Shapiro-Wilk test due to their excessive sensitivity in large datasets (Ghasemi and Zahediasl, 2012). Based on these diagnostics, all critical assumptions underlying the mixed-effects model were satisfactorily met, thereby validating the model for hypothesis testing and subsequent analysis.

The dependent variable of perceived procedural fairness (y_{ij}) was operationalized through four fairness dimensions, where the overall measure of procedural fairness was calculated as the mean score across these dimensions. The independent variable of interview format is categorized into three levels; F2F, SVI and AVI. The application of our mixed-effects model also enables the control for identified covariates; anxiety, prior experience and technology acceptance. Additionally, gender is included as a moderator, while $u_{(0j)}$ represents the random intercept that captures variability in fairness perceptions across formats, and $\varepsilon_{(ij)}$ accounts for individual-level residual variability unexplained by the model.

$$y_{ij} = \beta_0 + \beta_1(\text{format})_{(ij)} + \beta_2(\text{exposure})_{(ij)} + \beta_3(\text{tech_acceptance})_{(i)} + \beta_4(\text{anxiety})_{(i)} + \beta_5(\text{gender})_{(i)} + u_{(0j)} + \varepsilon_{(ij)}$$

$$j = \{\text{F2F, SVI, AVI}\},\ i = \text{individual}$$

4.3.5.2 Enhanced Model – Media Attributes as Drivers of Fairness Perceptions

To transcend a mere comparative assessment and develop a stronger empirical understanding of the underlying drivers of fairness perceptions, Potosky's Media Attributes (Social Bandwidth, Interactivity, Transparency, and Surveillance) were incorporated into the mixed-effects model as additional independent variables.

$$y_{ij} = \beta_0 + \beta_1(\text{format}_{ij}) + \beta_2(\text{exposure}_{ij}) + \beta_3(\text{tech_acceptance}_i) + \beta_4(\text{anxiety}_i) + \beta_5(\text{gender}_i) + \beta_6(\text{interactivity}_{ij}) + \beta_7(\text{social_bandwidth}_{ij}) + \beta_8(\text{transparency}_{ij}) + \beta_9(\text{surveillance}_{ij}) + u_{0j} + \varepsilon_{ij}$$

$$j = \{\text{F2F, SVI, AVI}\},\ i = \text{individual}$$

This integration allows for the isolation of each media attribute's role in shaping fairness perceptions, offering robust theoretical insights into why certain interview formats may be perceived as more fair. Following their inclusion, all diagnostic tests were revisited, with results

confirming that the assumptions of linearity, homoscedasticity, and normality of residuals remained satisfactorily met, and no multicollinearity concerns were detected (Appendix 4).

5. Empirical findings

5.1. Descriptive Statistics

5.1.1. Sample

A total of 344 responses were collected from students across SSE, KTH, and SU. After excluding participants who reported no experience with any of the studied interview formats within the past year, failed the attention control question, or recorded an unreasonably short survey completion time (<30 seconds), the sample size was reduced to 277. Additionally, three respondents (approximately 1%) who selected "prefer not to disclose" for gender were excluded from the analysis due to insufficient representation. This adjustment resulted in a final sample size of 274.

Omission Reasons	Sample (n)
Total Responses Collected	344
Omitted: Declined to Participate	(3)
Omitted: No Exposure to Any Interview Format	(38)
Omitted: Failed Control Attention Item or Time Completion (<30s)	(26)
Omitted: Gender Not Disclosed	(3)
Final Adjusted Sample Size	274

Table 1 | Survey Sample

5.1.2. Exposure & Gender

Table 2 outlines exposure frequencies and gender distribution across the three interview formats. Participants reported the highest exposure to F2F interviews (229) and the lowest to AVI (155), reflecting varying familiarity with these formats. Gender ratios are largely balanced across formats (0.75 to 1.56), with one notable outlier in AVI, where twice as many males (14) as females (7) reported exposure of '5+ times'. These distributions ensure diverse representation across gender and exposure levels, offering a robust basis for further analysis.

	Exposure	*Freq. (n)*	*Percentage*	*Male (n)*	*Female (n)*	*Gender Ratio (M/F)*
F2F	0 times	76	25%	39	37	1,05
	1-2 times	116	38%	70	46	1,52
	3-5 times	72	24%	35	37	0,95
	5+ times	41	13%	25	16	1,56
	Total w/ exposure (>0 times)	229	75%	130	99	1,31
SVI	0 times	98	32%	53	45	1,18
	1-2 times	116	38%	68	48	1,42
	3-5 times	56	18%	33	23	1,43
	5+ times	35	11%	15	20	0,75
	Total w/ exposure (>0 times)	207	68%	116	91	1,27
AVI	0 times	150	49%	80	70	1,14
	1-2 times	104	34%	58	46	1,26
	3-5 times	30	10%	17	13	1,31
	5+ times	21	7%	14	7	2
	Total w/ exposure (>0 times)	155	51%	89	66	1,35

Table 2 | Exposure by gender and format (F2F, SVI, AVI).

5.1.3. Control Variables

Participants reported moderate levels of anxiety (M = 3.65) and very high acceptance of technology (M = 4.47). Correlations among the control variables ranged from -0.13 to 0.18, with an exception in exposure between SVIs and AVIs, indicating that those who have experienced SVIs are more likely to have experienced AVIs (r = 0.38***). Overall, these findings highlight

the distinct and largely independent contributions of our demographic variables, exposure variables, and psychometric variables, supporting their inclusion as independent variables in the analysis. See Appendix 5 for the full descriptive correlation table.

Variable	*Mean*	*SD*
Categorical		
Gender	1,44	0,50
F2F Exposure	2,40	0,93
SVI Exposure	2,22	0,96
AVI Exposure	1,83	0,91
***Continuous** (Likert-Scale)*		
Technology Acceptance	4,47	1,05
Anxiety	3,65	1,10

Table 3 | Descriptive Control and Moderating Variable(s)

5.1.4. Procedural Fairness - Dependent Variable

Participants evaluated subdimensions of procedural fairness across three interview formats, consistently assigning higher ratings for the F2F format compared SVI and AVI. Correlations among these subdimensions were notably high (0.65 to 0.82), underscoring their substantial interrelatedness and thereby justifying their aggregation into a singular procedural fairness construct (Cronbach's $\alpha = 0.85$). Naturally, the aggregated procedural fairness scores follow the same pattern; F2F ($M = 4.14$), SVI ($M = 3.49$) and AVI ($M = 2.20$). These findings affirm the conceptual coherence of procedural fairness across formats, supporting its methodological consolidation for subsequent analyses.

	F2F		SVI		AVI	
	Mean	*SD*	*Mean*	*SD*	*Mean*	*SD*
Procedural Fairness	4,14	0,93	3,49	1,06	2,20	1,06
Opportunity To Perform	3,97	1,06	3,38	1,10	2,21	1,10
Job Relatedness	4,08	0,86	3,90	0,98	3,14	1,24
Interpersonal Treatment	4,21	0,88	3,43	1,02	1,99	1,09
Two-way Communication	4,28	0,92	3,23	1,12	1,46	0,82

Table 4 | Descriptive – Procedural Fairness and its Subdimensions Across Formats

5.1.5. Internal Validity – Cronbach's Alpha

Given that some subsequent analyses isolate individual formats while others examine procedural fairness across formats (H3, H4), the corresponding Cronbach's alpha values were calculated to ensure reliability in both within-format and across-format contexts. The aggregated procedural fairness construct exhibited robust overall reliability, with $\alpha = 0.85$ across formats and $\alpha = 0.81$ across TMI formats. In terms of within-format reliability, acceptable levels were reached for F2F ($\alpha_{F2F} = 0.79$) and SVI ($\alpha_{SVI} = 0.71$), while AVI shows a marginally lower alpha ($\alpha_{AVI} = 0.69$). Although α_{AVI} is slightly below the conventional threshold of 0.70, this minor deviation does not significantly impact the overall reliability and validity of the procedural fairness construct (Vaske, Beaman and Sponarski, 2017).

Variables	*F2F Alpha*	*SVI Alpha*	*AVI Alpha*	*Alpha across TMIs (SVI & AVI)*	*Alpha across all formats (F2F, SVI, AVI)*
Procedural Fairness Scale	0,79	0,71	0,69	0,81	0,85

Table 5 | Cronbach α for Procedural Fairness Construct Across and Within Formats

5.1.6. Independent Variables – Potosky's Media Attributes

In accordance with theoretical predictions, F2F interviews were rated highest in interactivity, social bandwidth, and transparency, with markedly lower levels of perceived surveillance. In contrast, AVIs displayed the lowest levels of richness attributes while exhibiting the highest perceptions of surveillance.

	F2F		*SVI*		*AVI*	
	Mean	***SD***	***Mean***	***SD***	***Mean***	***SD***
Interactivity	4,28	0,92	3,23	1,12	1,46	0,82
Social Bandwidth	4,08	1,07	2,64	1,08	1,83	0,99
Transparency	4,17	0,93	3,00	1,13	2,03	1,07
Surveillance	2,42	1,28	3,01	1,20	3,97	1,26

Table 6 | Descriptive – Potosky's Media Attributes Across Formats

5.2. Initial Model – Comparing Perceptions of Fairness Across Interview Formats

The mixed-effects model identified significant disparities in procedural fairness perceptions across interview formats, with SVI ($\beta = -0.659^{***}$) and AVI ($\beta = -1.941^{***}$) formats being perceived as less fair compared to the traditional F2F format. Additionally, higher levels of exposure ($\beta = 0.093^{*}$) and technology acceptance ($\beta = 0.123^{***}$) were positively associated with increased fairness perceptions across all formats. In contrast, anxiety ($\beta = -0.006$) and gender ($\beta = 0.068$) did not significantly influence fairness perceptions. The random effects indicate minimal variability attributable to individual respondents (Variance = 0.058) and substantial unexplained variability in fairness scores (Residual = 0.495).

Variables	*Coefficient (β)*	*Std. Error*	*P-value*
Intercept	3,343***	0,209	0
Main Effects			
SVI (vs F2F)	-0,659***	0,068	0
AVI (vs F2F)	-1,941***	0,075	0
Exposure	0,093*	0,041	0,025
Technology Acceptance	0,123***	0,032	0
Anxiety	-0,006	0,03	0,85
Gender	0,068	0,067	0,309
Random Effects			
Variance	0,058		
Residual	0,495		

Note: Baseline interview format: F2F; baseline gender: Male. P < 0.05 (*), **P** < 0.01 (**), P < 0.001 (***)

Table 7 | Initial Mixed Effects Model Results

5.2.1. Testing H1, H2

The mixed-effects model robustly supports our hypotheses, indicating that applicants perceive F2F interviews as significantly more procedurally fair than both SVIs and AVIs, as evidenced by the adjusted means ($M_{F2F} = 4.142 > M_{SVI} = 3.483 > M_{AVI} = 2.201$; See Appendix 6). Pairwise comparisons with Bonferroni adjustment (Appendix 6) further revealed that F2F interviews are perceived as markedly fairer than SVIs ($\Delta = 0.659$***) and AVIs ($\Delta = 1.941$***), while SVIs are significantly fairer than AVIs ($\Delta = 1.282$***). These significant disparities confirm that procedural fairness perceptions decline progressively from F2F to SVI and then to AVI formats, thereby supporting both H1 and H2.

H1: Applicants will perceive F2F interviews as more procedurally fair than SVIs and AVIs

SUPPORTED

H2: Applicants will perceive SVIs as more procedurally fair than AVIs

SUPPORTED

5.3. Enhanced Model – Media Attributes as Drivers of Fairness Perceptions

The enhanced mixed-effects model (Table 8) incorporated Potosky's media attributes as additional independent variables to evaluate their influence on procedural fairness perceptions across interview formats. The analysis identified interactivity ($\beta = 0{,}463$, $p < 0{,}001$), social bandwidth ($\beta = 0{,}098$, $p < 0{,}001$), and transparency ($\beta = 0{,}125$, $p < 0{,}001$) as significant positive drivers of fairness perceptions. Notably, the previously significant positive difference in fairness perceptions between F2F and SVIs became negative and significant ($\beta = 0{,}128^*$, $p = 0{,}011$), implying that SVIs are significantly considered as more fair than F2F when media attributes are introduced. AVIs remained less fair than F2Fs ($\beta = -0.127$, $p = 0.088$), but the difference is no longer statistically significant. Surveillance does not seem to significantly contribute to driving fairness perceptions ($\beta = -0.002$, $p = 0.910$). Additionally, control variables that were initially significant, such as exposure and technology acceptance, no longer significantly influence fairness perceptions in the enhanced model.

	Variables	*Coefficient (β)*	*Std. Error*	*P-value*
	Intercept	1,098***	0,155	<0,001
	Main Effects			
Media Attributes	Interview Format: SVI	0,128*	0,050	0,011
	Interview Format: AVI	-0,127	0,075	0,088
	Interactivity	0,463***	0,024	<0,001
	Social Bandwidth	0,098***	0,023	<0,001
	Transparency	0,125***	0,024	<0,001
	Surveillance	-0,01	0,015	0,442
	Technology Acceptance	0,02	0,020	0,434
	Anxiety	0,01	0,019	0,610
	Exposure	0,02	0,025	0,503
	Gender: Female	0,04	0,042	0,286
	Random Effects			
	Intercept Variance			0,030
	Residual Variance			0,176

Note: Baseline interview format: F2F; baseline gender: Male. P < 0.05 (*), **P** < 0.01 (**), P < 0.001 (***)

Table 8 | Enhanced Mixed Effects Model Results

5.3.1. Testing H3, H4

The enhanced mixed-effects model reveals that interactivity (β = 0,463***, p <0,001), transparency (β = 0,125***, p <0,001), and social bandwidth (β = 0,098***, p <0,001) are significant positive predictors of procedural fairness perceptions across all interview formats (Table 8). These results indicate that interview formats characterized by higher levels of these media attributes foster significantly improved fairness perceptions among applicants. Furthermore, the effect of surveillance on procedural fairness is non-significant (β = -0,01, p = 0,442). Accordingly, H3 is supported, whereas H4 is rejected.

H3: Higher levels of interactivity, social bandwidth, and transparency are positively associated with fairness perceptions across all interview formats (F2F, SVI, AVI)

SUPPORTED

H4: Higher levels of surveillance are negatively associated with fairness perceptions across all interview formats (F2F, SVI, AVI)

NOT SUPPORTED

6. Analysis & Discussion

Our analysis yielded significant differences in procedural fairness perceptions across interview formats, as evidenced by the adjusted procedural fairness means ($M_{F2F} = 4.142 > M_{SVI} = 3.483 > M_{AVI} = 2.201$). The results indicate that applicants perceive F2F interviews as most procedurally fair, followed by SVIs, with AVIs being rated the least fair. Notably, this trend was consistent across all fairness dimensions, with F2F outperforming TMIs on every evaluated fairness metric (see Table 9).

This thesis rigorously tested PFMA as a potential explanation for the observed discrepancies in applicant fairness perceptions across interview formats. The analysis provided strong empirical support for PFMA, affirming Potosky's hypothesis (H3) that a medium's interactivity, social bandwidth and transparency have a significant positive effect on applicant fairness perceptions. However, we did not find empirical support for Potosky's assumption (H4) that surveillance has a significant negative effect on applicant fairness perceptions. The descriptive means of media

attributes (Table 9) show that F2F consistently ranked highest on media attributes with a significant effect on fairness, followed by SVIs, and finally AVIs.

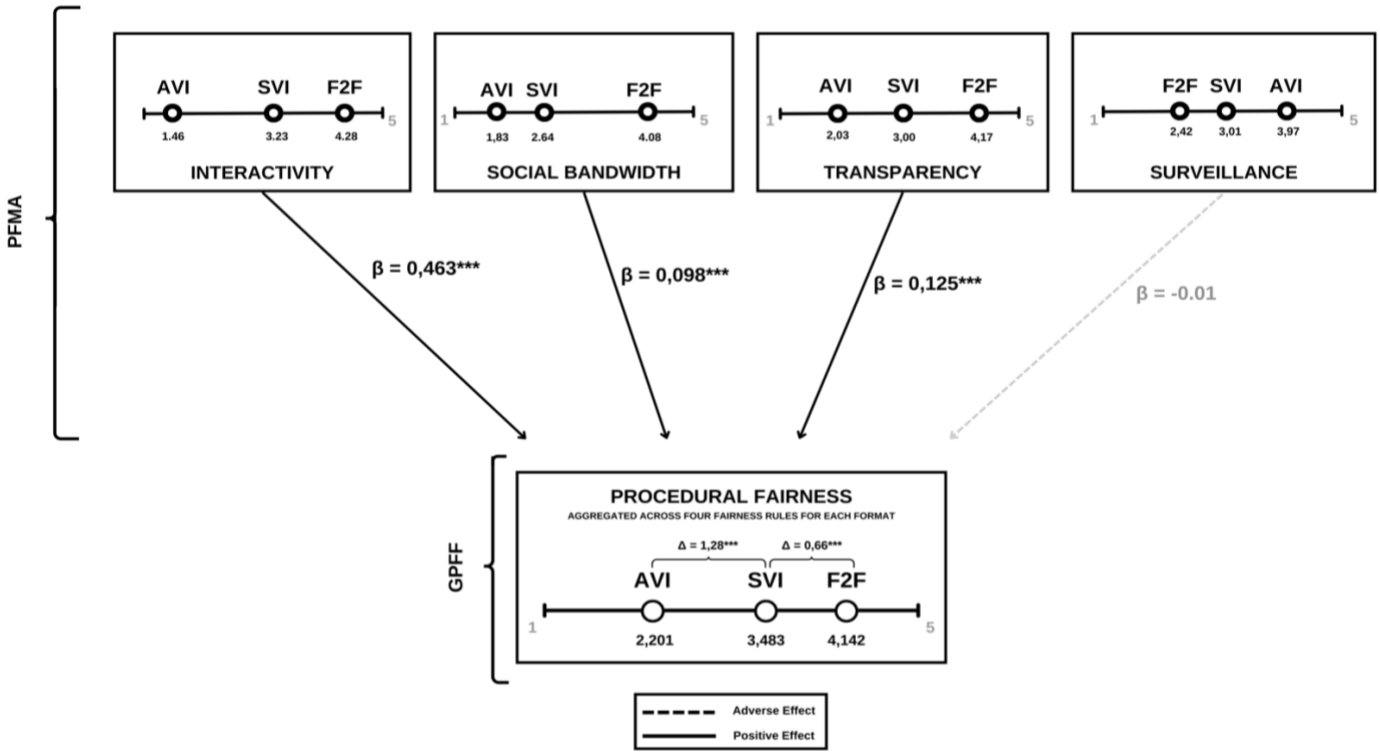


Figure 3 | Visualizing Findings (El Moutacim & Petersson, 2004)

6.1 PFMAs Predictive Power Explains Observed Fairness Hierarchy (F2F > SVI >AVI)

Furthermore, as media attributes were introduced to our model, the fairness discrepancy between formats was significantly reduced. The effect of introducing media attributes to our model has been visualized below:

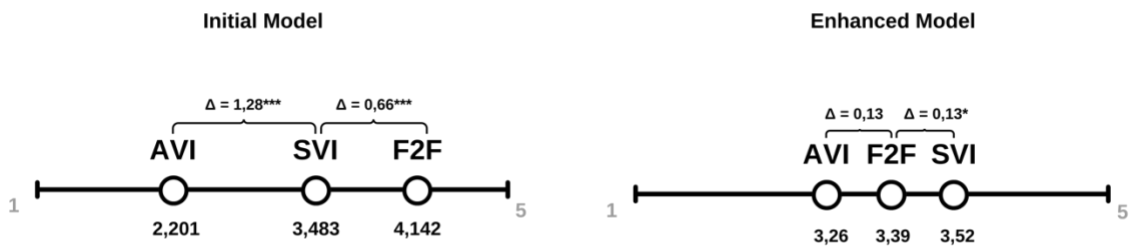


Figure 4 | Initial Model vs Enhanced Model (El Moutacim & Petersson, 2004)

The substantial reduction in the effect size and significance of procedural fairness across formats indicate that the initial disparities in fairness perceptions were largely driven by the inherent differences in interactivity, social bandwidth and transparency across the interview formats. Notably, the initial significant difference in fairness perceptions between F2F and SVI was reversed, with SVIs becoming slightly, yet significantly fairer than F2Fs (ΔF2F vs SVI = -0,129*). This reversal suggests that the initial fairness advantage of F2F interviews is fully driven by its superiority in interactivity, social bandwidth and transparency, showcasing the strength of PFMA in explaining this fairness discrepancy. Furthermore, AVIs no longer demonstrated significantly lower fairness perceptions compared to F2Fs (ΔF2F vs AVI = 0,129), reinforcing PFMAs explanatory power even with novel, asynchronous interview formats. Finally, previously significant control variables such as exposure and technology acceptance became non-significant, indicating that Potosky's media attributes are more proximal determinants of how fair a participant feels an interview format is than these factors.

It is important to interpret these results correctly; they do not imply that TMIs are no longer disadvantaged compared to F2Fs, rather the opposite: achieving the same level of interactivity, social bandwidth and transparency in TMIs as in F2Fs is practically impossible given the structural limits of TMIs. To exemplify, since social bandwidth has a significant positive relationship with fairness, i.e. being able to convey non-verbal cues during an interview interaction drives higher fairness perceptions for applicants, it will be very hard for TMIs to compete with the F2F format in terms of perceived fairness as measured by Gilliland's framework.

6.2 Digging Deeper: Explaining The Underlying Link Between Media Attributes and Fairness Rules

To fully grasp how the varying level of media attributes across formats directly impact fairness, we investigated the effect of each media attribute on the individual fairness rules. By fitting our enhanced model with each fairness rule as the dependent variable, rather than the aggregate fairness construct, we were able to examine and visualize the underlying mechanisms through which media attributes impact perceived procedural fairness:

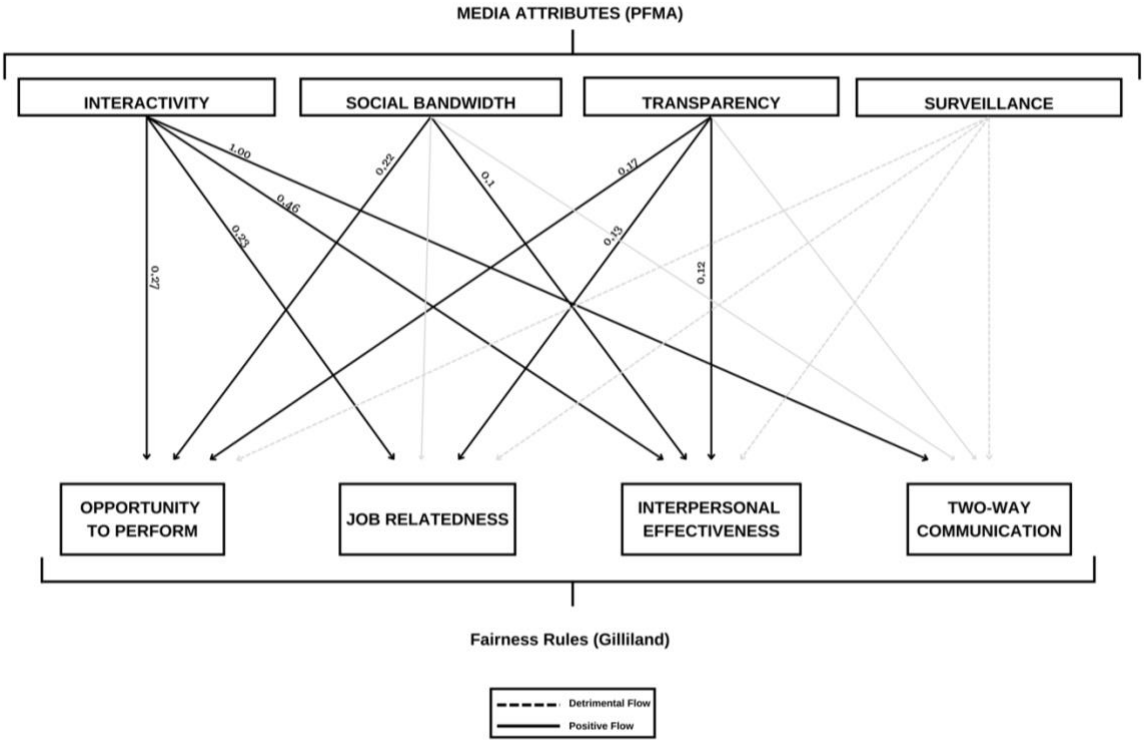


Figure 5 | Links between Media Attributes and Fairness Rules - Significant Links (Black, with β-values) (El Moutacim & Petersson, 2004)

6.2.1 Interactivity and Procedural Fairness

Interactivity demonstrates a strong positive association with all assessed fairness dimensions, underscoring its role in facilitating dynamic, reciprocal communication that enables candidates to effectively showcase their competencies (β = 0.27***). The particularly robust correlation with two-way communication (β = 1.00***) is unsurprising, as both constructs were measured using

the same survey item due to their conceptual congruence. High interactivity inherently promotes reciprocal dialogue, fostering environments where applicants can actively engage, pose questions, and participate in meaningful exchanges, which meaningfully contributes to their perceptions of fairness. Conversely, AVIs are markedly limited in interactivity, hindering spontaneous dialogue and reducing candidates' perception of the ability to perform optimally, as empirically corroborated by Lu (2023).

6.2.2 Social Bandwidth and Procedural Fairness

A medium's social bandwidth reflects its capacity to convey nuanced social cues and multifaceted information, exerting a significant positive influence on candidates' perceptions of their opportunity to perform ($\beta = 0.22^{***}$) and interpersonal effectiveness ($\beta = 0.1^{***}$). Face-to-face interviews optimize social bandwidth, creating an environment rich in verbal, non-verbal, and paraverbal cues such as direct eye contact and body language, which aligns with previous findings (Basch *et al.*, 2021). This heightened social bandwidth enables candidates to feel more confident in demonstrating their abilities while fostering perceptions of respect and warmth.

6.2.3 Transparency and Procedural Fairness

Transparency, grounded in social presence theory, denotes the clarity and unobstructed nature of an interview medium, thereby facilitating a seamless communication flow that mimics enhanced social presence. Transparency exhibits the strongest associations with opportunity to perform ($\beta = 0.17^{***}$), job relatedness ($\beta = 0.13^{***}$), and interpersonal effectiveness ($\beta = 0.12^{***}$). These findings suggest that clear and unobstructed communication enables applicants to fully demonstrate their competencies and fosters a sense of respect during the interview process. The relationship with job relatedness is less straightforward; it may be that increased transparency allows applicants to clearly understand interview procedures, evaluation criteria, and overall expectations, thereby reducing ambiguity and enhancing perceptions of job-relatedness. This linkage presents significant challenges for TMIs, particularly AVIs, as the inherently asynchronous nature of these technologies impedes the perception of social presence (Basch *et al.*, 2020).

6.2.4 Surveillance and Procedural Fairness

Contrasting the overall strong empirical support for PFMA, surveillance did not seem to have a detrimental impact on fairness across formats, nor on any measured fairness rule, contrary to what was hypothesized by PFMA. This finding is rather surprising, especially given the contrasting levels of surveillance across formats (Table 6). Given that surveillance may not be a concern in the F2F format, we further analyzed this finding by fitting our model with an interaction between surveillance and format to understand how surveillance drives fairness perceptions specifically within SVIs and AVIs, where surveillance may be more of a concern. A post-hoc simple slopes analysis (Appendix 8) revealed that surveillance has a significant, yet very small effect on fairness within SVIs ($\beta = -0.067^*$), and a non-significant effect within AVIs. This suggests that in SVIs, surveillance may have a marginal negative impact on fairness, whereas in AVIs it has no effect on fairness, likely driven by the expectation and acknowledgement of being surveilled in AVIs. While many studies have revealed surveillance and privacy concerns related to TMIs (e.g. Langer, König and Krause, 2017; Brenner, Ortner and Fay, 2016), it is important to note that our findings do not contradict these studies. Applicants do indeed report higher levels of surveillance in TMIs (Table 6), it's just that increased surveillance does not necessarily translate to lower perceptions of procedural fairness, as evidenced by our findings. The lack of a significant relationship between surveillance and fairness could imply that applicants do not perceive surveillance as a salient factor affecting fairness in interview contexts, perhaps due to increased normalization of surveillance in the digital age. Alternatively, applicants may prioritize aspects like the opportunity to perform over concerns about being monitored during the high-stakes environment of interviews.

6.3 Corroborating Results with Existing Research Landscape

Our findings largely align with the existing research landscape on TMIs, reinforcing the caution that organizations should exercise when implementing these formats. For instance, (Sears *et al.*, 2013) compared perceptions of F2Fs to SVIs, finding that F2F interviews were perceived as more fair. Similarly, (Langer, König and Krause, 2017) examined perceptions of SVIs and AVIs, concluding that asynchronous formats elicited even more negative applicant perceptions.

However, while our findings align with prior research in identifying F2F as most fair, the effect sizes of fairness discrepancies in our study are surprisingly large ($\Delta_{F2F\ vs\ SVI} = 0.659^{***}$, $\Delta_{F2F\ vs\ AVI} = 1.941^{***}$), particularly given the recent advancements in videoconferencing technology and high levels of reported technology acceptance in our study (M = 4.47).

These substantial effect sizes seem to be a characteristic of field-based studies, such as (Basch *et al.*, 2020) who reported similar effect sizes, suggesting that real-world experiences may amplify fairness perceptions. In contrast, experimental designs employing simulated interviews, such as (Melchers *et al.*, 2021), reported no significant post-interview discrepancies in fairness perceptions between F2Fs and SVIs. This may suggest that field-based approaches, like ours, relying on self-reported experiences from participants who underwent actual interviews, may heighten perceived fairness discrepancies due to genuine interactions and outcome-related experiences. Meta-analytic evidence further complicates this, as Hausknecht et al. (2004) found stronger fairness effects in experimental studies, whereas Truxillo et al. (2009) observed larger effects in field contexts. Consequently, it remains uncertain which methodological approach most accurately captures "actual" procedural fairness perceptions.

Furthermore, the pronounced discrepancy between synchronous and asynchronous formats in our study ($\Delta_{F2F\ vs\ AVI} = 1.941^{***}$, $\Delta_{SVI\ vs\ AVI} = 1.282^{***}$) is intuitively consistent with Gilliland's procedural fairness rules. Specifically, measured fairness rules such as two-way communication and interpersonal treatment are severely restricted, if not factually absent, from AVIs due to their asynchronous nature. This limitation suggests that Gilliland's procedural fairness rules may not fully encapsulate the complexities of fairness perceptions in newer, technology-mediated formats like AVIs. This perspective is supported by qualitative studies (Ramachandran and Dulloo 2023), who identified factors beyond traditional fairness rules that significantly influence fairness perceptions in technology-mediated interviews, such as cost-benefits, accessibility, and inclusivity. Therefore, while our reliance on Gilliland's established theory is appropriate for quantitatively assessing procedural fairness, it does not encompass all dimensions that may drive fairness perceptions in technology-mediated formats, thereby contributing to the notably large effect sizes observed in our study.

7 Conclusion

7.1 Revisiting Research Questions

This study sought to investigate applicants' perceptions of procedural fairness across three prevalent interview formats (F2F, SVI and AVI), and to examine the explanatory capacity of Potosky's Media Attributes as potential drivers of these perceptions. Utilizing a quantitative, cross-sectional survey method, data was collected from 274 students at leading Swedish universities, all of whom had recent, first-hand experience with the interview formats studied within the past year.

Addressing the first research question, the findings unequivocally demonstrate a hierarchical perception of fairness: F2F interviews were regarded as the most procedurally fair, followed by SVIs, with AVIs perceived as the least fair (F2F>SVI>AVI). The significant effect sizes observed, particularly between SVIs and AVIs, underscore challenges inherent in asynchronous interview formats, which violate several procedural fairness rules, such as two-way communication.

Addressing our second research question, the study provides robust empirical support for PFMA's assertion that interactivity, social bandwidth, and transparency are pivotal determinants of procedural fairness perceptions. Notably, when media attributes were included in our analysis, the initial fairness discrepancies were substantially reduced, highlighting that the initial discovered fairness discrepancies across formats were largely driven by underlying media attributes. In a more granular analysis, the authors were able to establish that interactivity facilitates dynamic, two-way communication, enhancing applicants' opportunities to demonstrate competencies and engage meaningfully with interviewers. Social bandwidth, the medium's capacity to convey nuanced social cues, positively influences perceptions of opportunity to perform and interpersonal effectiveness. Transparency, reflecting clear and unobstructed communication, contributes to heightened fairness perceptions by reducing ambiguities in interview procedures. Despite the general strong support for PFMA, surveillance did not negatively affect fairness perceptions across interview formats. In the case of SVIs, surveillance had a statistically significant, albeit very minimal, effect on perceived fairness (Appendix 8).

Overall, the lack of significant findings on surveillance may suggests that applicants do not view surveillance as a salient factor influencing fairness in interview contexts.

7.2 Implications for Organizations

Given the robust link between applicant fairness perceptions and organizational outcomes, this study contributes to organizations by helping them understand which interview formats are perceived as most fair by applicants. Based on our findings, organizations should prioritize F2F interviews whenever feasible, especially in industries where the competition for talent is fierce. The relatively modest discrepancy in fairness perceptions between F2Fs and SVIs suggest that the latter remains a viable alternative, provided that organizations remain aware of SVIs inherent limitations compared to F2F. Conversely, caution is warranted in the deployment of AVIs, which exhibit markedly lower fairness score, aligning with the broader consensus in the research landscape (e.g. Langer, König and Krause, 2017).

Moreover, the study's validation of PFMA as a robust explanatory model for fairness discrepancies across formats is more than a contribution to the research landscape, but also offers actionable insights for companies. By strategically enhancing the interactivity, social bandwidth and transparency within TMIs, organizations can significantly improve applicant fairness perceptions. This can be done through investing in high-quality video technology to increase the transparency in SVIs, or alternatively augment the social bandwidth of AVIs through displaying recorded video-questions, rather than text-based ones, as evidenced by Rizi & Roulin (2024).

7.3 Limitations

This study, while robust in its quantitative approach and theoretical grounding, is subject to several limitations that warrant consideration.

First, the direct comparison of AVIs with other interview formats may present challenges due to their typical placement at different stages within the hiring process. Although several studies have benchmarked AVIs against other interview formats (e.g. Langer, König and Krause, 2017;

Basch *et al.*, 2021), this may be problematic given that AVIs are mainly used as a pre-selection tool. Hence, it may be more appropriate to compare AVIs against other pre-screening tools, as done by (Basch, Melchers and Büttner, 2022).

Additionally, to enhance survey efficiency and mitigate respondent fatigue, this study concurrently measured the media attribute of interactivity and the procedural fairness rule of two-way communication using the same survey-item. Given their conceptual similarity, this methodological decision aligns with theoretical underpinnings, but may inadvertently amplify the explanatory power of PFMA in the observed results. Although multicollinearity diagnostics revealed no significant issues, the shared measurement of these items could potentially overstate the impact of interactivity on fairness perceptions.

Finally, while field studies offer ecological validity by capturing perceptions in real-world contexts, they inherently do lack the control afforded by experimental designs. This study, despite its purposive sampling of students with recent interview experiences, remains susceptible to confounding variables that may influence perceptions of procedural fairness. Notably, distributive fairness elements, such as whether the applicant was hired or not, could seep into assessments of procedural fairness, despite our deliberate effort to isolate the latter. Although we argue that field-based studies are preferable to simulated interviews due to the increased salience of fairness perceptions in real-world settings, stricter time frame controls (for example, administering the survey shortly after the interview) would enhance the reliability of future studies in this area.

7.4 Future Research

The current landscape of applicant perception research is overwhelmingly dominated by quantitative methodologies, which may fall short in capturing the subjective experiences of applicants. Given the novelty and rapid evolution of TMIs, particularly the emergence of AVIs, the authors call for more qualitative approaches such as in-depth interviews to uncover the nuanced cognitive and emotional processes that applicants undergo when evaluating fairness in TMIs. Further, although our reliance on GPFF has provided a robust foundation for assessing

procedural fairness across formats from a quantitative standpoint, its applicability to contemporary TMIs, especially AVIs, is limited by its focus on rules such as two-way communication, which are inherently limited in asynchronous formats. Future research should endeavor to develop new theoretical frameworks or extend Gilliland's framework by incorporating fairness dimensions uniquely pertinent to TMIs.

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8 Appendix

Appendix 1: Survey

SURVEY	EXPLANATION	DE–CODE
Perceived Fairness of Interviews Hi there! Thank you for contributing to this Bachelor Thesis in Management at the Stockholm School of Economics, conducted by Alexander Petersson and Mehdi El Moutacim. Your participation is highly valued, and completing this survey will take approx. 8 minutes. The survey consists of simple multiple-choice questions. Our study aims to examine how different interview formats affect candidates' perceptions of fairness. Information Regarding Data Protection Your privacy is important to us. All information you provide in this survey is anonymous and confidential. The thesis based on this survey will not contain any details that could identify you personally. Additionally, your employer will have no way of knowing whether you participated.		

Participation in this survey is entirely voluntary, and you may withdraw at any time. If you choose to withdraw, all data you have provided will be permanently deleted. All data is securely stored and managed by the Stockholm School of Economics, and will be deleted after the project is completed. No personal information will be published. For more information about how the Stockholm School of Economics ensures your rights according to GDPR, please visit: https://www.hhs.se/en/about-us/data-protection/		
I have read and understand the information about data protection, and agree to participate in this study. - Yes, continue to study. - No, I do not want to partake in the study.	Consent Question.	1 = Yes, continue to study 2 = No, I do not want to partake in the study
What is your gender? By gender we mean gender identity, i.e. the gender you identify as. - Male - Female - Non-binary - Prefer not to say	Moderating variable.	Q1 1 = Woman 2 = Man 3 = Non-binary 4 = Prefer not to say

I find using digital technologies to be easy and helpful in everyday situations. - Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree	This measures technology acceptance as a control variable. Research suggests there is a link between technology acceptance and perceptions of fairness, and furthermore that men and women differ in technology acceptance. Therefore, we include it as a control variable to ensure differences in fairness perceptions are due to interview format, not technology acceptance.	Q2 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
I tend to feel anxious during my interviews. - Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree	This measures anxiety as a control variable. There is research showing that women are more anxious during interviews than men, which may impact fairness perceptions.	Q3 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
Definitions of the different interview formats: **Face-to-Face Interview** – An interview conducted in person, where both the interviewer and candidate are physically present. **Video Interview** – A live interview conducted over Zoom/Teams **with** a live interviewer. **Recorded Bot Interview** – An interview where candidates record their	Only participants with actual exposure will be asked definition and exposure questions, and logic-based criteria will ensure they receive questions relevant to their previous interview formats within the allotted time.	Q4_Format 1 = 0 times 2 = 1-2 times 3 = 3-5 times 4 = More than 5 times

answers to pre-set questions **without** interacting with a live interviewer (e.g. Hirevue, Kira). **How many times have you participated in each of the following interview formats in the past year?**		
I had the opportunity to effectively demonstrate my skills during my [Interview Format] interview'. - Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree	This measures opportunity to perform, based on Gilliland's procedural justice rules.	Q1_ Format 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
I believe the questions asked during my [Interview Format] interview were relevant to the skills and knowledge needed for the job. - Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree	This measures job-relatedness, based on Gilliland's procedural justice rules.	Q2_ Format 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
I felt a welcoming and comfortable atmosphere during my [Interview Format] interview. - Strongly Disagree - Disagree - Neutral	This measures interpersonal treatment, based on Gilliland's procedural justice rules.	Q4_ Format 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

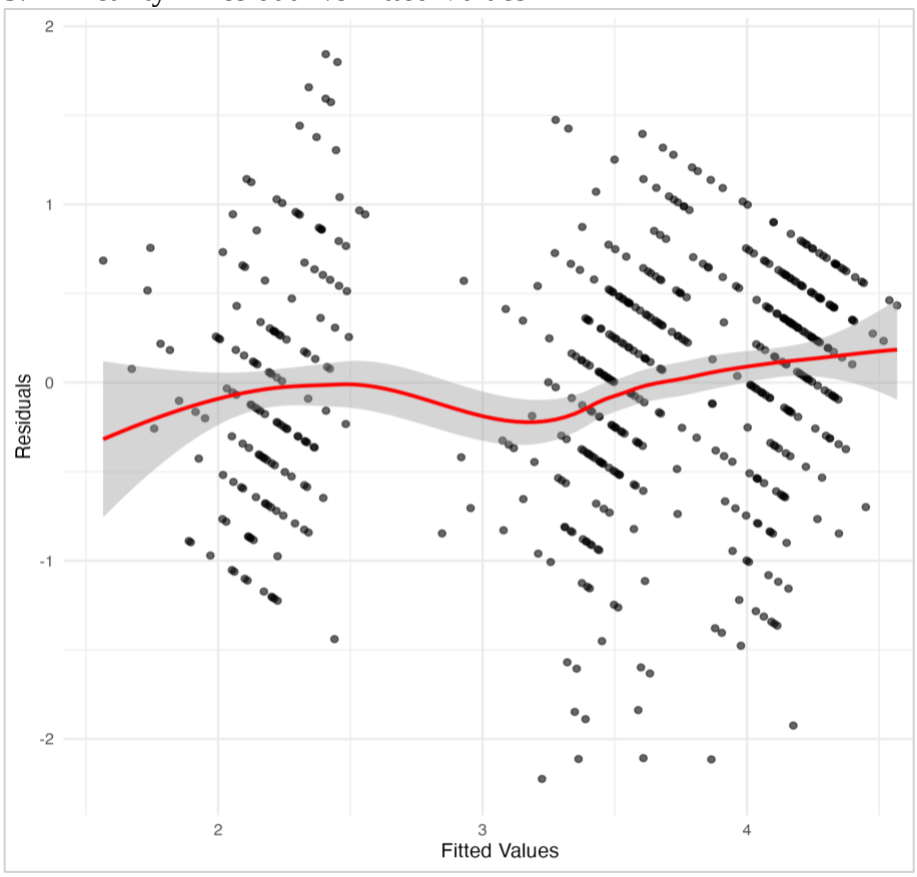
- Agree - Strongly Agree		
I felt that my [Interview Format] inteview allowed for adequate back-and-forth communication. - Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree	This measures two-way communication, based on Gilliland's procedural justice rules. The same quesiton can be used to measure interactivity in Potosky's framework of Media Attributes.	Q5_ Format 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
I felt that the the [Interview format] interview allowed me to express a full range of emotions and social cues. - Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree	This measures social-bandwidth, based on Potosky's Framework of Media Attributes	Q6_ Format 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
I felt that technology was noticeable during my [interview format] interview. - Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree	This measures Transparency, based on Potosky's Framework of Media Attributes	Q7_ Format 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree
I felt that I was being monitored or reviewed by someone not directly involved in the [interview format] interview.	This measures Surveillance, based on Potosky's Framework of Media Attributes	Q8_ Format 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

- Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree		
What has the theme of this questionnaire been? - How technology has impacted office design trends - Experiences with different interview formats	Attention control item	1 = Excluded 2 = Included

	Appendix 2:	
	Procedural Fairness Rules & Definitions	In the context of interviews, this means:
	Formal Characteristics	
1.	Job Relatedness The extent to which a test is thought to measure aspects of the actual job situation.	Ensuring that interview questions directly reflect the skills and competencies required for the job.
2.	Opportunity To Perform Giving candidates adequate chance to demonstrate their abilities.	Providing candidates clear opportunities to showcase their knowledge, skills, and abilities during the interview.
3.	Consistency Ensuring consistency across all candidates for the selection procedure.	Using standardized interview questions to ensure all candidates are assessed under identical conditions.
4.	Reconsideration Opportunity The ability for applicants to challenge or modify the decision-making process.	Offering a transparent mechanism for candidates to seek clarification or challenge decisions related to the interview outcome.
	Explanations	
5.	Feedback Provision of both timely and useful information.	Delivering clear, constructive, and timely post-interview feedback to candidates about their performance.
6.	Selection Information Giving applicants a justification for a given decision.	Providing candidates with a transparent explanation of the rationale behind the final selection decision after the interview process.
7.	Honesty Truthfulness of information given to applicants during the selection process.	Ensuring honesty about the hiring process and the role throughout and after the interview.
	Interpersonal Treatment	
8.	Two-Way Communication The opportunity to offer input during the selection procedure.	Facilitating dialogue, allowing candidates to actively engage, ask questions and seek understanding.
9.	Proprietary of Questions Being subject to appropriate and non-prejudicial statements during selection procedure.	Avoiding questions that are irrelevant, discriminatory, or inappropriate to the job context.
10.	Interpersonal Effectiveness Respect and warmth given to applicants during selection procedure.	Creating a welcoming and respectful environment, ensuring candidates feel valued and treated with warmth during the interview.

Appendix 3: Initial Mixed-Effects Model Assumptions

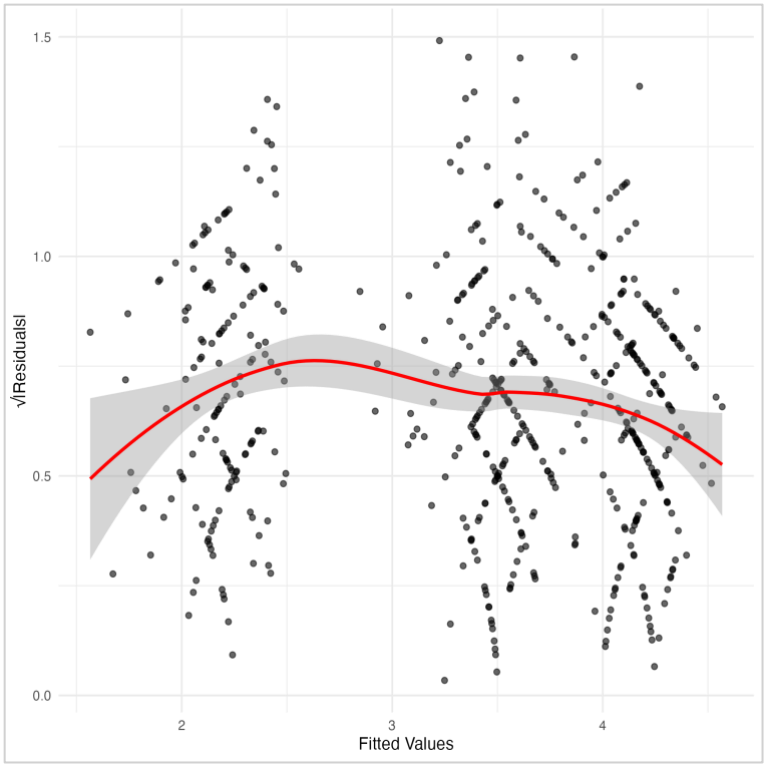
3.1 Linearity – Residual vs Fitted Values



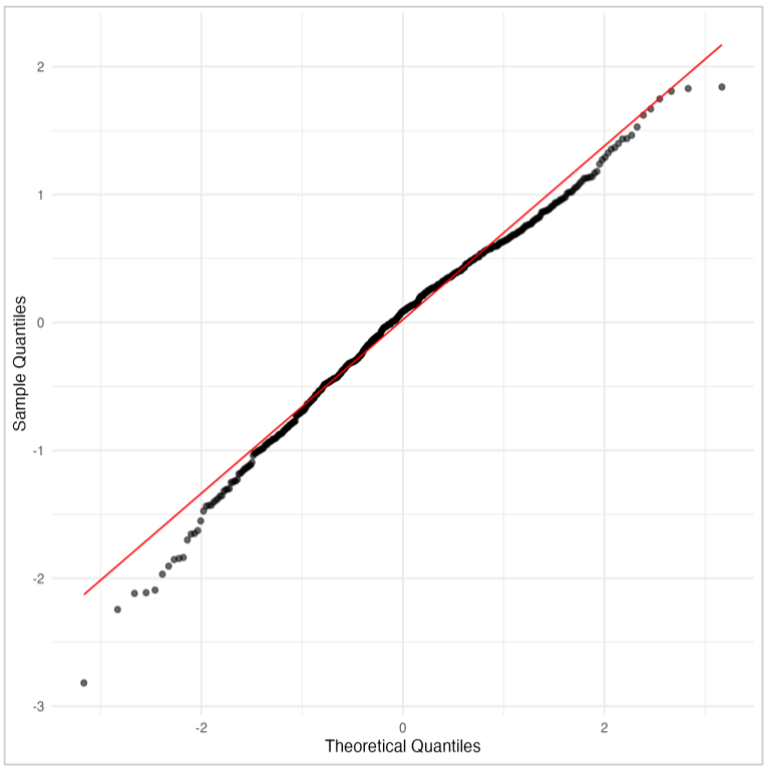
3.2 VIF Test

	GVIF	Df	GVIF^(1/(2*Df))
interview_format	1.018560	2	1.004608
combined_exposure	1.021874	2	1.005424
tech_acceptance	1.028339	1	1.014070
anxiety	1.055780	1	1.027511
gender	1.028066	1	1.013936

3.3 Homoscedasticity – Scale-Location Plot

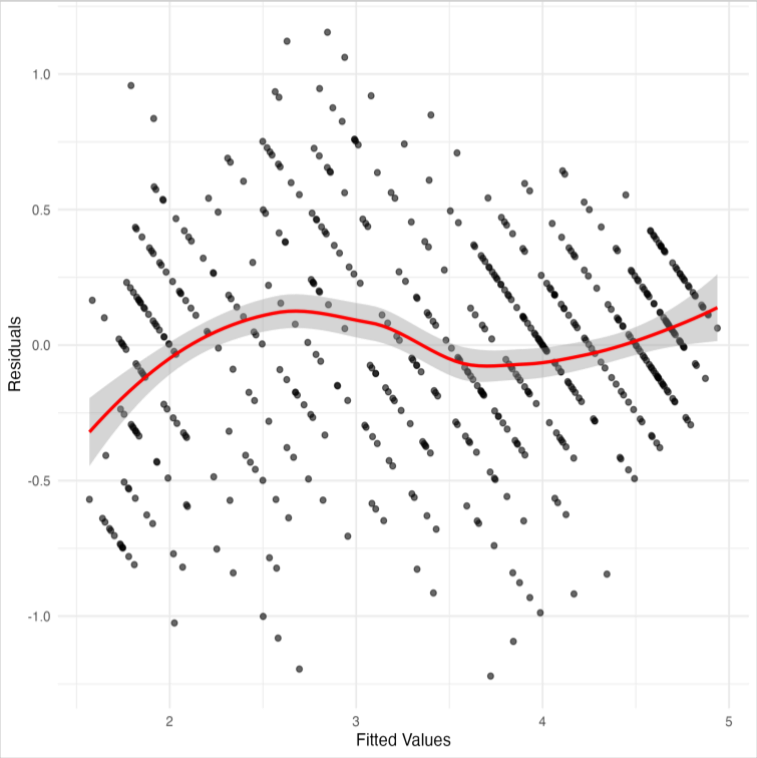


3.4 Normal Q-Q Plot


Sample Quantiles
Theoretical Quantiles
2
1
0
-1
-2
-3
-2
0
2

Appendix 4: Enhanced Mixed-Effect Model Assumptions:

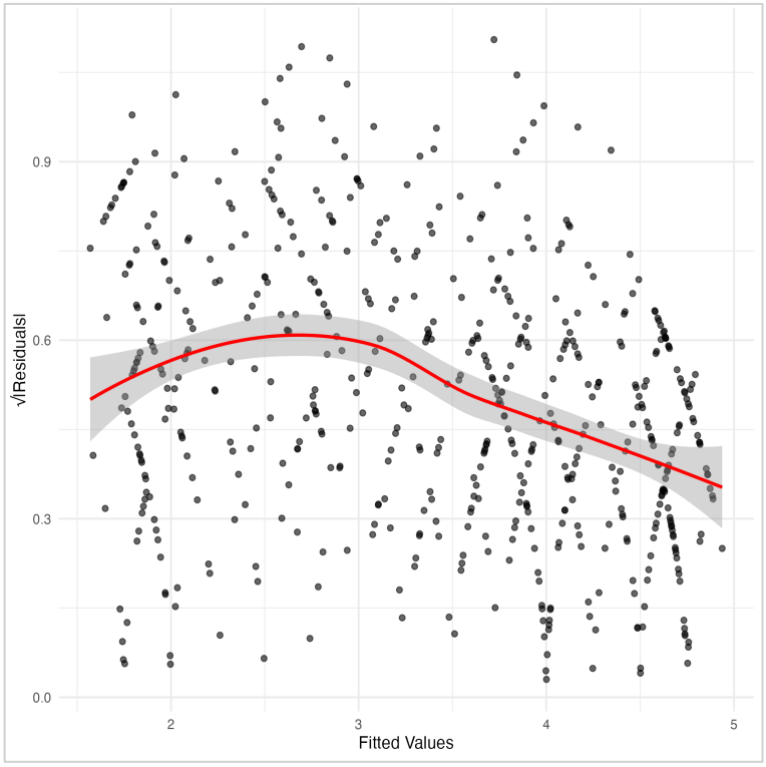
4.1 Linearity – Residual vs Fitted Values



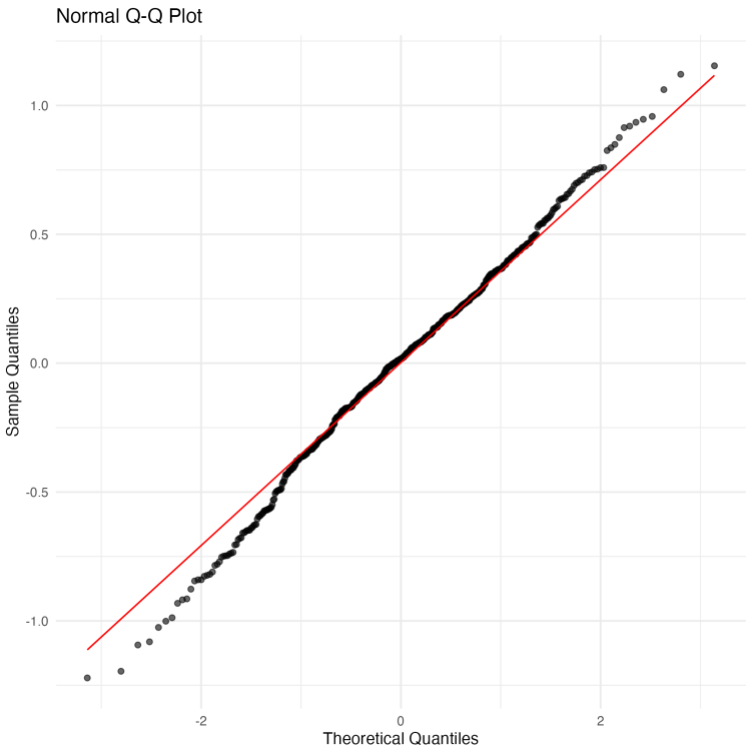
4.2 VIF Test

	GVIF	Df	GVIF^(1/(2*Df))
interview_format	2.911613	2	1.306271
combined_exposure	1.034887	1	1.017294
tech_acceptance	1.051152	1	1.025257
anxiety	1.049989	1	1.024689
interactivity	3.774375	1	1.942775
social_bandwidth	2.922047	1	1.709400
transparency	2.967591	1	1.722670
surveillance	1.290584	1	1.136039
gender	1.029692	1	1.014737

4.3 Homoscedasticity – Scale-Location Plot



4.4 Normality – Normal Q-Q Plot


Normal Q-Q Plot
Sample Quantiles
Theoretical Quantiles
1.0
0.5
0.0
-0.5
-1.0
-2
0
2

Appendix 5 – Correlation matrix

Table 1 | Descriptive information and intercorrelations for study variables.

	Variable	*Mean*	*SD*	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
	1. gender	1,53	0,60																																	
	2. tech_acceptance	4,40	1,10	-0.12*																																
	3. anxiety	3,62	1,12	0.09	0.24***																															
	4. f2f_exposure	2,24	0,99	-0.08	-0.00	0.04																														
	5. vi_exposure	2,10	0,98	-0.05	0.01	-0.12*	0.34***																													
	6. avi_exposure	1,74	0,91	-0.10	0.01	-0.04	0.25***	0.48***																												
F2F Fairness	7. f2f_opportunity_to_perform	3,94	1,09	-0.10	0.21***	0.01	0.18**	0.14*	0.13*																											
F2F Fairness	8. f2f_job_relatedness	4,06	0,91	-0.01	0.19**	0.11	0.16*	0.10	0.07	0.52***																										
F2F Fairness	9. f2f_consistency	3,50	1,04	-0.05	0.10	0.04	0.10	0.04	0.06	0.19**	0.28***																									
F2F Fairness	10. f2f_interpersonal_treatmen	4,16	0,94	-0.19**	0.18**	-0.03	0.10	0.03	0.04	0.49***	0.48***	0.24***																								
F2F Fairness	11. f2f_two_way_communicatio	4,22	0,98	-0.10	0.23***	0.05	0.14*	0.14*	0.08	0.54***	0.50***	0.14*	0.66***																							
F2F Fairness	12. f2f_interactivity	4,22	0,98	-0.10	0.23***	0.05	0.14*	0.14*	0.08	0.54***	0.50***	0.14*	0.66***	1.00***																						
F2F Fairness	13. f2f_social_bandwidth	4,05	1,09	-0.12	0.18**	0.08	0.17**	0.07	0.11	0.49***	0.38***	0.18**	0.52***	0.59***	0.59***																					
F2F Fairness	14. f2f_transparency	4,14	0,96	-0.14*	0.24***	0.01	0.11	0.05	0.06	0.48***	0.50***	0.18**	0.58***	0.65***	0.65***	0.64***																				
F2F Fairness	15. f2f_surveillance	2,46	1,27	0.07	-0.07	0.02	0.01	-0.03	0.03	-0.04	-0.13*	0.02	-0.06	-0.13*	-0.13*	-0.16*	-0.20**																			
SVI Fairness	16. vi_opportunity_to_perform	3,31	1,13	-0.06	0.12	0.01	-0.02	0.20**	0.05	0.19**	0.17*	0.13	0.28***	0.22**	0.22**	0.10	0.17*	-0.15*																		
SVI Fairness	17. vi_job_relatedness	3,84	1,01	-0.07	0.15*	0.10	-0.02	-0.03	-0.09	0.16*	0.36***	0.09	0.25***	0.23**	0.23**	0.17*	0.23**	-0.27***	0.41***																	
SVI Fairness	18. vi_consistency	3,66	1,00	0.01	0.08	0.13*	0.17**	0.08	0.06	0.05	0.13	0.42***	0.16*	0.16*	0.16*	0.20**	0.17*	-0.04	0.07	0.21**																
SVI Fairness	19. vi_interpersonal_treatment	3,41	1,02	-0.01	0.16*	-0.07	-0.22***	0.06	0.06	-0.06	0.11	0.11	0.08	0.08	0.08	-0.01	0.10	-0.09	0.33***	0.33***	0.18**															
SVI Fairness	20. vi_two_way_communicatior	3,24	1,14	-0.04	0.16*	-0.02	-0.14*	0.05	0.03	-0.02	0.12	0.09	0.13	0.14	0.14	-0.06	0.11	-0.03	0.39***	0.39***	0.11	0.52***														
	21. vi_interactivity	3,24	1,14	-0.04	0.16*	-0.02	-0.14*	0.05	0.03	-0.02	0.12	0.09	0.13	0.14	0.14	-0.06	0.11	-0.03	0.39***	0.39***	0.11	0.52***	1.00***													
	22. vi_social_bandwidth	2,68	1,08	0.05	0.16*	-0.05	-0.06	0.14*	0.12	0.03	0.08	0.21**	0.01	-0.03	-0.03	-0.03	0.07	0.01	0.39***	0.14*	0.07	0.36***	0.49***	0.49***												
	23. vi_transparency	3,00	1,12	0.05	0.10	-0.04	-0.18**	0.08	0.10	-0.03	0.12	0.19**	0.12	-0.01	-0.01	-0.10	0.10	0.03	0.35***	0.14*	0.10	0.46***	0.58***	0.58***	0.57***											
	24. vi_surveillance	3,00	1,19	-0.02	-0.05	0.17*	0.09	0.06	-0.04	0.10	-0.00	-0.01	0.00	0.06	0.06	0.06	0.01	0.32***	-0.10	0.01	0.12	-0.10	-0.02	-0.02	0.04	-0.08										
AVI Fairness	25. avi_opportunity_to_perforn	2,22	1,10	0.16*	-0.01	0.04	-0.15*	-0.14	-0.01	0.01	0.15	0.01	0.02	0.02	0.02	0.10	0.04	-0.02	0.22**	0.11	0.06	0.25**	0.11	0.11	0.16	0.29***	0.05									
AVI Fairness	26. avi_job_relatedness	3,09	1,23	0.01	0.05	0.13	-0.09	-0.23**	-0.19*	-0.05	0.17*	-0.04	0.14	0.16	0.16	0.16	0.10	-0.06	0.06	0.28***	0.10	0.13	0.11	0.11	0.03	0.05	0.09	0.42***								
AVI Fairness	27. avi_consistency	4,11	1,23	-0.12	0.18*	-0.03	0.03	-0.11	-0.09	0.08	0.15	-0.02	0.32***	0.27**	0.27**	0.27**	0.31***	-0.22**	0.22**	0.30***	0.28***	0.13	0.09	0.09	-0.01	-0.05	0.01	0.10	0.39***							
AVI Fairness	28. avi_interpersonal_treatmer	2,06	1,10	0.12	0.03	0.02	-0.30***	-0.11	-0.04	-0.23**	-0.08	-0.07	-0.10	-0.14	-0.14	-0.10	-0.11	0.13	0.04	-0.08	-0.02	0.23**	0.19*	0.19*	0.24**	0.37***	0.05	0.44***	0.25***	-0.03						
AVI Fairness	29. avi_two_way_communicatic	1,57	0,95	0.15*	0.07	-0.04	-0.14	0.05	0.06	-0.27**	-0.14	-0.02	-0.19*	-0.18*	-0.18*	-0.14	-0.17*	0.26**	-0.12	-0.18*	-0.03	0.06	0.18*	0.18*	0.29***	0.31***	0.12	0.36***	0.07	-0.16*	0.58***					
	30. avi_interactivity	1,57	0,95	0.15*	0.07	-0.04	-0.14	0.05	0.06	-0.27**	-0.14	-0.02	-0.19*	-0.18*	-0.18*	-0.14	-0.17*	0.26**	-0.12	-0.18*	-0.03	0.06	0.18*	0.18*	0.29***	0.31***	0.12	0.36***	0.07	-0.16*	0.58***	1.00***				
	31. avi_social_bandwidth	1,89	1,03	0.15	0.08	-0.06	-0.15	-0.01	0.06	-0.14	0.04	0.10	-0.06	-0.01	-0.01	-0.02	-0.02	0.17	0.12	-0.05	0.07	0.16	0.28***	0.28***	0.42***	0.33***	0.07	0.41***	0.18*	-0.04	0.49***	0.54***	0.54***			
	32. avi_transparency	2,09	1,13	0.16*	0.02	0.05	-0.18*	-0.11	0.03	-0.17*	-0.04	0.08	-0.09	-0.10	-0.10	-0.08	-0.10	0.11	-0.02	-0.09	0.02	0.09	0.05	0.05	0.18*	0.20*	0.03	0.43***	0.31***	-0.05	0.54***	0.49***	0.49***	0.54***		
	33. avi_surveillance	3,90	1,28	-0.03	0.06	0.10	0.03	-0.06	0.10	0.17*	0.17*	0.04	0.25**	0.21*	0.21*	0.13	0.21*	-0.12	0.20*	0.42***	0.10	0.19*	0.25**	0.25**	0.12	0.06	0.20*	-0.03	0.13	0.31***	-0.19*	-0.17*	-0.17*	-0.09	-0.08	

N = 274. Gender was coded 1 = male, 2 = female. Exposure was coded 1 = 0 times, 2 = 1-2 times, 3 = 3-5 times, 4 = 5+ times ; FTF = face-to-face interview; SVI = Synchronous Video Interview (Zoom/Teams), AVI = Asynchronous Video Interview

Appendix 6 – Bonferroni Pairwise Comparison (Initial Model)

	F2F		SVI		AVI		Effect Size		
Variables	***Adjusted Mean***	***Adjusted SE***	***Adjusted Mean***	***Adjusted SE***	***Adjusted Mean***	***Adjusted SE***	***F2F vs SVI***	***F2F vs AVI***	***SVI vs AVI***
Opportunity To Perform	3,967	0,071	3,375	0,074	2,225	0,086	0.592***	1.742***	1.15***
Job Relatedness	4,084	0,066	3,892	0,070	3,128	0,080	0.192	0.956***	0.764***
Interpersonal Treatment	4,226	0,065	3,434	0,068	1,991	0,079	0.792***	2.235***	1.443***
Two-way Communication	4,285	0,063	3,223	0,067	1,461	0,077	1.062***	2.824***	1.762***
Procedural Fairness	4,142	0,050	3,483	0,052	2,201	0,060	0.659***	1.941***	1.282***

*** → p-value < 0.01, * → p-value < 0.05*

Appendix 7 – Bonferroni Pairwise Comparison (Enhanced Model)

	F2F		SVI		AVI		Effect Size		
Variables	***Adjusted Mean***	***Adjusted SD***	***Adjusted Mean***	***Adjusted SD***	***Adjusted Mean***	***Adjusted SD***	***F2F vs SVI***	***F2F vs AVI***	***SVI vs AVI***
Opportunity To Perform	3,248	0,079	3,471	0,066	3,157	0,103	-0,223*	0,092	0,315**
Job Relatedness	3,663	0,081	3,922	0,067	3,710	0,105	-0,259*	-0,047	0,212
Interpersonal Treatment	3,468	0,069	3,501	0,057	3,012	0,089	-0,033	0,457**	0,49**
Two-way Communication	3,173	0,000	3,173	0,000	3,173	0,000	0***	0***	0***
Procedural Fairness	3,390	0,039	3,519	0,033	3,264	0,051	-0,129*	0,127	0,255**

*** → p-value < 0.01, * → p-value < 0.05*

Appendix 8 – Post Hoc: Simple Slopes Analysis

	F2F			SVI			AVI		
Variables	***Coefficient (β)***	***Std. Error***	***P-value***	***Coefficient (β)***	***Std. Error***	***P-value***	***Coefficient (β)***	***Std. Error***	***P-value***
Surveillance	0,012	0,024	0,608	-0,067*	0,026	0,011	0,017	0,029	0,561

Appendix 9 – Data Collection Email

Internship – Interview Experience

AP

Alexander Petersson

Reply | Reply all | Forward

To: Mehdi El Moutacim

Fri 10/18/2024 1:27 PM

Hi, I would like to take this opportunity to apologize for the clickbait...

BUT...
While I have you here, I have an offer for you:

Share your thoughts on your experience with job interviews and you'll enter our raffle for a 600 SEK ICA Gift Card!

It only takes 4 minutes to agree or disagree with a few statements.

Survey link: https://qualtricsxm7jyztyj3p.qualtrics.com/jfe/form/SV_2hS0TLIGFHPJg2i

With exams coming up, this is a perfect way to procrastinate, take a break and help us out. Your participation is invaluable to us.

Best of luck and thanks for your time!



/Alexander & Mehdi