

Employment Interview - A Management Perspective on the Methodology Applied. Classic vs. Digital: Candidate's Perspective

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Abstract – Is the organization ready for the future? The recruitment and selection of human resources through social media is a natural trend, necessary, and continually changing. This research is based on candidates experiences - who have already participated in "digital" interviews applying through online platforms, and all their answers prove once again that anything new - in our case, digitizing human resource (HR) processes, requires a period of adaptation from all involved - organization, managers or applicants (candidates). The candidates are prepared and understand very well what is happening now in HR and see the transformations of the HR area in recent years. There is a clear intention to be more flexible and to assimilate these transformations in HR more quickly and easily, but in many cases, some necessary skills are missing for example: to access online solutions – an aspect that intervenes and slows down the process of adaptation to modern interviewing solutions for some candidates. Attention will be focused on the management of innovation, strategic management, and most relevant in our days, change management.

Keywords: professional career, human resources (HR), management, digitization, candidate, interview

I. INTRODUCTION

This paper seeks to highlight the impact of the "digital era" in the recruitment process – with an emphasis on the interview area. The case study focuses on what is the interview and its forms, closely following the opinion of the respondents from a traditional or modern perspective of presenting to a job interview. The paper aims to show the efficiency of recruitment through online channels, and also, it follows the current perception of the way an interview is managed: recruitment in traditional/classical form (face to face) or digital (phone interview, video interview).

The objective of this research is focused on the experiences of candidates - who have experienced a recruitment process before, applying for a vacant job with the help of online platforms and who have

participated in "digital" interviews. Following the retained opinions on the proposed theme but considering the response received following the completion of the questionnaire, several ideas are defined. Those ideas generate various ways to improve the process and selection carried out with the support of digital applications and firstly, the need to identify and assume new concepts to be applied and tailored to the expectations of the candidates. Transformation into HR has begun, now we need to adapt to the new trend.

Artificial Intelligence (AI) proves to be useful in its use at the level of the selection and recruitment process only if it always is accompanied by the human component. It must say that the human component is never canceled in this process, its implementation does not diminish the importance of the "human" role, but it repositions and compels it to transform or better said, to adapt to the new trend on the market.

Digital era also puts its mark in the HR (human resources) department, and all those who work in this field must be contributors to digital transformation. Only in this way the transformation will generate more straightforward flows and start actions faster and effective, including the process of identifying and selecting candidates, the interview area, or the preparation of the necessary documents in the employment process. Before this period, recruitment in the traditional style was considered the optimum solution. Of course, we can no longer support this assertion taking in view the impact of digitization. The digitization has simplified both the identification of vacant posts – using a simple laptop-type device, tablet and even a phone, an Internet connection - as well as the employer finding the ideal candidate by merely posting an announcement and saving time, with low impact on the company's financial budget [1; 9; 10; 11].

Of course, in this study was anticipated that respondents from younger generations would be extremely open to digital, but they are only a part of the candidates who present themselves to interviews and "the future" must be embraced by "all the candidates in

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the market” or at least understood. In order to capture as best as possible what is happening in the environment of the Romanian financial-banking system, this paper tries to include the candidates who today also have the status of the employee and to have a more or less balanced distribution on the age of those who responded to this survey. There are some generations opened to “the new” and would like to have an online interview but do not have the expertise in the IT area, required for an interview of this type. They do not use voice or video applications, how to make the necessary connections to prepare these meetings or have equipment tailored to such technical solutions.

A study was prepared and conducted in which 202 employees from multinationals in Romania have responded to a series of questions focused on the financial-banking sector - providing personal feedback on the perception of what the online interview represents/means for them and how they react when they are invited to take part in an interview in the digital area vs. traditional method. The research presented below addresses structured recruitment theme in both classic and modern (online) system and selection of private resources from a dual perspective, both by using the methodology now known as classical recruitment methods and selection, as well as, by using new methods of recruitment and selection, perfectly combining traditionalism with modernism. The traditional interview will be assimilated to the classic method of participating in an interview, and modern is the online interview: telephone, video (Skype) or assisted by artificial intelligence [7; 8; 9].

II. LITERATURE REVIEW ON “DIGITAL AGE” AND THE IMPACT OF DIGITIZATION IN THE RECRUITMENT PROCESS

In the last period we read about the digitated influence on work in general and how artificial intelligence will influence the disappearance of some jobs - which can be replaced by robots (including the software area here), but for now we have a significant positive impact on the development of new jobs only in the IT field (Information Technology field). Slowly, more and more IT solutions are emerging and integrating into other areas of activity, and probably many jobs known today will be in full transformation [3; 4].

In the author’s opinion, there must always be a balance: the digital zone must provide the human side of the recruitment process, the resources necessary to identify the “optimum candidate”. The human feeling of the manager remains essential in validating recruitment. We have a lot of analyses/studies carried out in this segment and are looking for more and more opportunities to “digitalize” processes in the HR area [1; 7; 8; 9]. Human resources do not necessarily mean recruitment from the perspective of the interview, but we find here a series of complex processes requiring digital interventions: CV (Curriculum Vitae)

databases, preparation, and transmission of employment offers, databases with remuneration or other data about candidates/employees, personalized offers for their employees. These are just a few processes where the digitate can bring additional immediate and welcome value [7]. For the company, the presence of artificial intelligence presents as a great accomplishment, which is not assumed in the same way by candidates or employees, who imagine that their posts will eventually be abolished. However, it must always consider that “everything transforms – perhaps today it disappears an activity, but next to it creates new ones defining the future. Of course, there are unfortunately some negative aspects of digitalization: most companies do not have at the level of top management “expertise in developing a digital business model” [2] and unfortunately, all sorts of solutions implemented by others are taken without considering whether such a digital solution fits the culture of the company.

Digital recruitment will continuously develop in the future and with the involvement of artificial intelligence, will attract more complex aspects: much better-analyzed data flow so that the company facilitates employment in more cases [5; 6; 7; 11].

III. RECRUITMENT, SELECTION, AND INTERVIEWING OF CANDIDATES - TRADITIONAL CONCEPTUAL APPROACHES VS. MODERN

Recruitment is the initial part of the process of filling a vacancy job and includes a close analysis of the job and the requirements required to fill this position, in order to find the most suitable source of candidates and how they can subscribe in the recruitment process with the ultimate goal of recruiting the best candidate for the company. “Recruitment is the activity undertaken by the human resources department and consists in the process of identifying the persons who have the required characteristics and satisfy certain conditions for filling a position, as well as attracting them in order to participate in the subsequent selection process” [2].

A sophisticated recruitment and selection process consist of the following steps:

- Defining the job requirements;
- Attracting candidates;
- Evaluation of applications (submitted by candidate);
- Interview support (online or traditional);
- Testing, evaluation of candidates following interviews;
- Obtaining additional references (traditionally based on references or data collected);
- Offering candidates;
- Initiating and monitoring their evolution within the company.

A. Defining the requirements

This captures the definition of the details needed to fill a vacancy and the conditions that must meet to be able to face the challenges encountered in that position.

The main specifications of the job (details on job description) are:

- The number of activities performed and in what time frame;
- The responsibilities of the job;
- The unique environmental conditions in which they work and the risks that may arise;
- Performance bonuses, career opportunities, various benefits offered by the employer;
- The need to travel in the interest of service or to work over the program;
- The size of the coordinated teams (for the manager).

The conditions that a candidate must meet are related mainly to his knowledge, skills, and abilities [3] that she/he must have, to meet the job requirements, as: skills, abilities, qualities, or specializations. These should be verified during the interview, and of course, some may be eliminatory in the process [5; 6; 7].

analysis that should cover aspects such as the national or local reputation of the organization, the remuneration of the work, the benefits of the employees and the conditions of work, the safety of the job, the opportunities of development and professional training, the prospects of promotion in the future and forming a career within the company.

The candidates inside the company must be firstly considered, and in most cases, at the level of the Romanian corporations there is even established a priority - usually agreed with the union area, although the policies of some companies focus on treating them equally in comparison with those outside the company.

B. The evaluation of the applications

It is performed when the recruitment process is over; marking the connection between the recruitment process and the selection process. The selection process is based on the evaluation of the applications received, the testing of the candidates, the holding of interviews, the obtaining of references, and finally, the offer of the candidate. This evaluation always is made by specialized personnel in the HR department.

C. The interview and its role or in the selection process - traditional vs. modern

It is an essential part of the selection/recruitment process and effectively represents the application sorting process according to criteria well established by the employer. It is verified that the candidate corresponds from studies, qualifications, spoken language, or other primary requirements.

In addition, in large companies, "digitized CV screening is practiced, all CVs being scanned through software that searches each document by keywords, or items relevant to the hunted position. A new trend regarding preliminary selection methods refers to the

use of data or biographical data. Bio-data type measurements are based on the principle of behavioral consistency; that is, that past behavior is the best predictor of future behavior. To gather these biodatas, experts in the field or the field of employment develop various questions to evaluate the candidate's behavior. These questions are anchored in various situations that a candidate may have encountered throughout his career or even life situations and are designed to determine his typical behavior."

D. Advantages and disadvantages of interviews

• Allows companies to present in detail what type of candidate they are looking for the vacancy, clearly specifying the qualities and aptitudes sought:

- It is the moment when an employer can ask questions to a candidate to identify a candidate's experience and expertise and if his competences correspond with the job description;
- Offers the candidate the opportunity to evaluate the organization, the interviewer and the workplace;
- It represents the moment when a candidate can request any details about the company, the vacancy, and any other details necessary to ensure an optimal decision from both perspectives. Sometimes the employer even analyzes what kind of questions are asked by the candidate and what are his main interests;
- In the case of the traditional interview, it creates the possibility to conduct a face-to-face meeting, so that the interviewer can make an assessment of how the candidate will fit in the organization, inclinations and would like to work. If we talk about an online interview, it can also support all the advantages presented above only because it requires some IT skills.

The disadvantages of the interviews are:

- Lack of a standard "unit of measure" for the objective evaluation of candidates;
- There are outstanding people in interviews, and they can mislead a recruiter - the big difference between the person who appeared during the interview and the subsequent behavior;
- "I can lead to biased and subjective judgments on the part of the interviewers" [6];
- It is based much on the experience of the recruiter - some candidates consider that they are outstanding, but things are not so. Similarly, we can agree that some candidates are doing very well during the interview, and after employment, there is a total mismatch with the company culture.

E. Details on the candidate evaluation

The evaluation of the candidates is done after the completion of the interviews and tests and consisted of the formation of a list with the best candidates - the so-called "shortlist". Selected candidates may also be

called for a second or even third session of interviews with different managers depending on the complexity of the position occupied. If we talk about a leadership position, we will have many meetings - even if some of them are formal, and only personal and relationship issues are verified.

Obtaining referrals: an essential step in the recruitment process that should be treated with interest every time. Of course, this is the best solution to get referrals from a trusted person, but it can also be requested from the candidate, who can bring letters of recommendation from former employers, business partners or teachers.

The candidate's offer is made clear when the recruitment decision is final, and after the meeting, interview and after verifying some references. The job offer includes information on the gross/net salary, benefits, work program, holidays, medical services, group or individual insurance, the duration of the contract and the probationary period.

The training and the follow-up of the new employees' evolution: the granting of support are performed almost during the trial period, but, as a rule, the employees enjoy permanent support from the human resources department and the direct management area. As a rule, performance evaluation is performed periodically by the direct supervisor. Of course, the results may become erroneous, despite the use of methods and criteria that have the role of objectifying the evaluation. The probation period differs depending on the level of expertise of the candidate, the type of position occupied (usually the management positions have a more extended trial period than the execution ones) [7; 8].

IV. CASE STUDY AND OBTAINED RESULTS - RESEARCH METHODOLOGY

The research aims to identify how the candidates feel about the differences between the traditional interview – face to face and the modern one, through online methods (video, telephone). The research wants to give a clearer picture of the candidate's readiness in terms of digital acceleration that now exists in the HR area and is increasingly felt in the recruitment process.

The main objectives pursued:

- Identify the perception of candidates on the face to face, video- or telephone interview (advantages and disadvantages)
- Identifying candidates' preferences for how to hold an interview
- How prepared are the candidates for the digital era in HR?

The method used was the investigation by the questionnaire method, a quantitative approach to gathering information, and the questionnaire being used as a tool for the investigation. The questionnaire was conducted, adapted, and addressed to people who are currently employed and who have participated in recruitment interviews.

The questionnaire was created with Google Forms tool and distributed online on various groups of employees from different multinational companies – this questionnaire was distributed to about 450 people, and we have the opinion of 202 people (approx. 50%).

The questionnaire initially contained 24 questions and is delimited in 2 sections: Section A. GENERAL DATA comprises five questions and section B. II. The PERCEPTION OF CANDIDATES REGARDING THE JOB INTERVIEW: TRADITIONAL vs. DIGITAL comprises 19 questions. The questionnaire was available from 21.03 – 01.05.2019. The data collected during the previous period was analyzed and interpreted during the period after 01.05.2019. The number of respondents was 202 people. The number of respondents may be significant, given that all questioned persons have an employee's status and the questionnaires have been submitted to service mail addresses.

Because questions are complex and the number of aspects followed is diverse, this paper will present only the results identified for each proposed question regarding the face to face interview, video interview and telephonic interview (advantages and disadvantages identified).

A. Demography and research variables

What is very important in the analysis prepared is to understand that this paper has specifically addressed the "candidate with professional experience," that have participated in various types of interview and can make the difference between the traditional approach and modern – focused today on computer tools. Secondly, the target audience for this questionnaire is precisely the candidates from an earlier generation - before generation Z (who we already know that they already embraced the digital era in HR processes)

The target audience is 74.3% mature from a professional perspective, with over five years' experience in different fields of activity. 10.9% have experienced between one and three years, 7.4% between 3 and five years and all 7.4% are newly employed less than one year in the work-field, and most people who responded to this questionnaire are women (78.2%) and only 21.8% men. Of course, the following responses and openness to the digital can also be influenced by certain behaviors related to the person responding to the questionnaire – but these influences are of psychology and are not subject to this study.

A significant factor in our analysis is the age of the people who responded to this questionnaire – as we remember earlier there was the generation Z that is totally open to the online area or generation Y that adapts to the digital era more quickly, but we want to identify the homogenous opinion of the entire current workforce and for this purpose this paper achieved a balance in terms of the number of respondents per age category: 15.8% are in the area 18-30 years, 32.7% are in the area 31-40 years, 28.7% are in the area 41-50 years and 22.8% are over 50 years of age.

Surprisingly, although some people who completed this questionnaire mentioned that they are open to online recruitment (social media) following the completion of this questionnaire the most frequently offered answer was “I deposited my CV directly to the employer (physical)” – 72 persons (35.6%). 52 people also confirmed that “they discussed directly with HR staff (direct meeting, Job fair)” and on the online segment we have only 54 answers confirming that “they applied online in external (other online environments: Best Jobs, Facebook, LinkedIn)” and 45 people who applied directly to the company's website. The use of another method (be it type recommendation or the identification of vacancies from other environments - newspaper announcements, announcements prepared by different state institutions) has 20% of the respondents – 45 responses.

In conclusion, the online method is not fully embraced, and many candidates still prefer interaction with the employer – physically – especially with the human resources area.

One of the first questions was about the preferred way of being recruited – interview face to face, or online (video/audio). 55% of respondents chose the variant “any of them – I am kind of partial to this” and there are some peoples who know both methodologies and are opened up to be recruited or to participate in an interview regardless of the method – the important thing is to be recruited. However, we have a firm answer “of course face-to-face” from approx. 30% of the candidates – those who embrace the traditional/classical recruitment method and only 15.3% of respondents who are sure that they want to be recruited directly from the social media channels. The percentage is not yet dominant but is sure that in the years to come, this method of the relationship between the employer and the candidate will develop, and this percentage will be increasingly higher.

As in any approach to the masses, people are different and perceive some aspects of things in their lives differently. To the question regarding the favorite interview: phone, video- or face to face we have a result which is perfectly balanced – 37.6% prefer video (Skype), 32.2% face to face – traditional method and 30.2% prefer the phone. The balanced result is a plus for the results of future questions as it ensures mature and weighted feedback-rich in opinions and different perceptions on the questions.

B. Traditional interview (personal)

This technique advantages are discussed in the following. For the traditional/classical method, the majority of respondents concluded that the main reason why they would opt for such an interview is “I can better understand the course of the discussion from the recruiter 's gestures” (66.3%) which means that non-verbal language is the key to participating in an interview face-to-face. 55.9% think they can use non-verbal language-specific movements, gestures whereby candidates can also transmit some information to the recruiter and think they can

positively influence his opinion. 53% consider that visiting the company's headquarters and effective visualization of the workspace brings added value in the meeting and will undoubtedly influence their decision to join a company. 31.2% of respondents feel more comfortable in the interview face to face, and also have 13.9% of the who are concerned and consider an advantage the lack of need to know IT applications that allow the interaction of the employer-candidate in the modern variant of the interview process.

C. Traditional interview (personal)

The disadvantages of this technique are debated in the following. In contrast with what has been presented above, for the classic interviewing method there are some disadvantages: 53.5% consider that the biggest drawback is the “emotion” when they face a recruiter. As outlined above, these candidates understand the importance of non-verbal language in traditional methodology, but the emotion of such a meeting they perceive it as a disadvantage. 43.1% focus on time consumed and consider that at least the initial interviews “displacement” at the employer's premises is a time-consuming (perhaps if you are employed is even more difficult to take leave). 28.2% mentioned as a disadvantage the fact that “the answers must be given immediately, and this becomes an anxiety” – the aspect binds to the emotional area (the disadvantage shown above). Also, 22.3% see the investment in clothing as a disadvantage – mainly if employment is not materialized.

D. Online video interview (personal)

In the following there will be presented the advantages of this technique. For video interviews, we have the highest percentage of respondents who considered that “lack of need to travel to the employer's location” is the most significant advantage of this type of interview (76.2%). Undoubtedly the main asset of online interviews (via social media channels) is that we do not have to travel – especially in the case of distance recruitment. Some companies that identify talent between continents and this aspect has allowed the development of recruitment methods practiced by employers and opened new horizons in terms of “talent search”. 29.7% appreciate the fact that “I can earn additional thinking time to give the perfect answer” and immediately followed by the percentage of respondents of 27.2% we have the area of people who have no emotions regarding this method of employer-candidate interaction. In the area of 25-26%, we have some candidates who are interested in the lack of need to purchase new clothes and those who prefer this solution because they “feel bravest at a distance”. 16.8% practice this approach because they think they can also use some supporting elements during the discussion, and only 6.4% is based on the visible area and actual relationship based on the look.

E. Online video interview (personal)

This technique has some disadvantages that will be debated in the following. As disadvantages, we have some more balanced answers-most choices being generated by the reason ' it is impersonal.' A video interview is different from an interview face to face and for the great mass of the candidates this method of interviewing them deprives them of some behaviors that can only be carried out in the presence of two individuals – sure, the video interview is not as impersonal as the phone, but being closer to feeling the interview face to face I think the feeling of “impersonality” is dominant and is much better charged in this case. 36.6% of respondents think that “you need to pay more attention to the camera” and not having experience in this area, they can be effectively confused by the presence of the camera and tend to control how they actually look in the picture, if they sit right, if the hair is in place etc. forgetting to be permanently focused on the relationship with the recruiter. A percentage equal to 30.2% consider it a problem because it does not benefit from the interpretation of non-verbal communication and at the same time must always be technically prepared, approx. 25% expressly mentioning that it is a problem knowing how to use the Skype app – the essential video tool at this time.

F. Telephonic interview (personal)

In the perspective of a telephone interview, the most particularly identified advantage of the candidates is the lack of need to move to the employer's location – 71.3%. There are more and more candidates asking questions about the position for which they are called to the interview from the initial phone call – if the position and description made by the recruiter do not satisfy the candidate's interest, he effectively refuses the invitation. With 54% and 109 affirmative answers, we identify as the advantage of the phone interview the way we dress – more concretely the delayed, free aspect of the phone interview is also one of the main advantages. There is no longer a business dress-code, but rather a casual current-business – even more so in the case of the phone interview, the candidates prefer it precisely that it does not impose any rules on this. 44.1% mentioned it as a positive aspect and the fact that “a professional environment should not be created in the room where the call is answered”, a clean environment brings a positive mood and undoubtedly creative. 31% appreciated the time earned to think of a better response, 20.8% consider it an advantage that they can use other “resources” to provide the best answer to the questions asked by the recruiter and only 14.4% consider advantage the fact that they are not seen by the employer not being communicative people – this aspect defines a feature of many respondents to this questionnaire: the lack of direct interaction with the recruiter is more of a disadvantage.

G. Telephonic interview (personal)

Almost 60% of the interviewed people consider that “they cannot figure out what the recruiter thinks of them” as being the most significant drawback – this aspect also belongs to the area of non-verbal communication, and they arise due to lack of elements related to the visual area. In the phone interview we sit in an open and pleasant environment for us, we are comfortably dressed, we can use other resources during the discussion but we lack something fundamental – the recruiter ' s reactions to our answers (gestures, mimics, glances – signals that can guide your future responses). Over 100 people (50.5%) see the downside and the fact that after all, such an interview is impersonal – is not a face-to-face meeting. In addition, the lack of this contact can provide the employer with some important clues regarding the state of mind of the candidate and depending on this how to fold on the telephone conversation. Now, concerning the use of non-verbal language this time by the candidate, 47.5% of people have considered this aspect a disadvantage. Over 50 people surveyed have ticked as a disadvantage and the fact that they do not believe in such discussions and as usual, the essential interviews follow this first relationship employer-candidate. 23.8% stated that “it is difficult to relate to a person whom you do not see face to face”. Moreover, 6.9% even consider that they look quite well physically and unfortunately cannot benefit from this advantage in a telephone interview.

Even after we have gone through the advantages and disadvantages of each type of interview together with all the people interviewed, in the conclusion identified so far, the questionnaire contained a different trap question similar to the introduction one: “If tomorrow an employer contacts you and let you choose the preferred method to hold an interview – what will you choose?” - This question wants to re-identify what the preferred method of the 202 people is who took this online questionnaire. The highest score gets the interview face to face with a percentage of 58.9% respondents, followed by the video interview (Skype) with a percentage of 22.3% and with only 18.8% we have candidates who prefer the phone interview. It is extremely clear from this question that no matter how much we currently preach the digital influence in the recruitment process, in the interview area we still have a significant percentage of candidates who prefer meeting face to face and with this approach, they actually, prefer the traditionalist method.

H. Why modern methods?

Maybe we all wonder sometimes from where has appeared the need for digital involvement in the process of recruitment? Human resources do not exactly mean the interaction between people - why identify other recruitment/networking ways on such an operational segment? Why do employers' resort to such solutions? The central answers given by the questioned people are in order of the number of votes obtained: more than 160 people (81.2%) believe that employers are resorting to modern solutions because

“they can set up meetings immediately, even if the candidate is in another location/country” – this is the main reason and derives mainly from the concept known as “globalization”. 67.8% see in this approach a decrease in costs with the displacement of the recruiters – both from the financial perspective and the time consumed. 112 persons, representing 55.4% see “speed” in the recruitment process and the speed with which one can identify an ideal candidate from the large “pool” of candidates and 37.8% believe that limiting the discussions/duration of interviews can make the company win – both from the financial perspective as well as the time earned in the HR department.

At the end of this questionnaire, we have prepared a question that tried to reverse the roles – for the candidate to put himself in the position of the recruiter

and decide for his own company which method of interviewing is optimal. The dominant answer with 46% of the vote is given by the response involving “a mixt between all the methods – without eliminating the human touch”. As can be seen in all the answers presented so far, candidates have different perceptions and expectations and therefore, an employer to identify the optimum employee will have to combine all recruitment methods. However, we have a percentage of 35.6% of the people surveyed who still prefer the face-to-face interview without manifesting openness to change. With a relatively small percentage, we identify the video interview (9.9%) – probably preferred by younger people who have adapted much faster to the digital era and with percentages below 5% we have the phone interview, online questionnaire, and an algorithmic selection.

Table. 1: Answers received for question – a synthetic presentation [9]

Question	Answers (%)				
Years of experience (professional field)	> 5 years	1-3 years	3-5 years	<1 year	The candidates are experienced employees
	74.30%	10.90%	7.40%	7.40%	
Age of respondents	18-30 years	31-40 years	41-50 years	>50 years	Well-balanced structure of respondents
	15.80%	32.70%	28.70%	22.80%	
Techniques that have been used for recruiting – interview face to face, or online (video/audio)	Any of them – I am kind of partial to this	Of course, face-to-face	Recruited directly from the social media channels	First focus question – asked in the introduction part of the questionnaire	
	55%	30%	15.30%		
Type of favorite interview	Video variant (Skype)	Face-to-face	By phone	Well balanced answers for the focus question asked in the introduction part of the questionnaire	
	37.60%	32.20%	30.20%		
Traditional interview - advantages	I can better understand the course of the discussion from the recruiter's gestures	Use non-verbal language-specific movements	Visiting the company's headquarters and effective visualization of the workspace brings added value in the meeting and will undoubtedly influence their decision to join a company	Feel more comfortable in the interview face to face	Concerned and consider advantage of the lack of need to know IT applications that allow the interaction of the employer-candidate
Traditional interview - disadvantages	Consider that the biggest drawback is the “emotion” when we face a recruiter	The time consumed and consider that at least the initial interviews “displacement” at the employer's premises is a time-consuming	The answers must be given immediately, and this becomes an anxiety	The investment in clothing as a disadvantage – mainly if employment is not materialized.	
					53.50%

Online video interview (personal) - advantages	Lack of need to travel to the employer's location	I can “earn additional thinking time to give the perfect answer”.	Have no emotions regarding this method of employer-candidate interaction	Lack of need to purchase new clothes	Feel brave at a distance	Can also use some supporting elements during the discussion
	76.20%	29.70%	27.20%	25%	26%	16.80%
An online video interview (personal) - disadvantages	You need to pay more attention to the camera	Not benefit from the interpretation of non-verbal communication	Must always be technically prepared		Knowing how to use the Skype	
	36.60%	30.20%	30.20%		25%	
Telephonic interview (personal) - advantages	Lack of need to move to the employer's location	Dress casual and with comfortable clothes	A professional environment should not be created in the room where the call is answered	The time earned to think of a better response	Can use other “resource” to provide the best answer	Not seen by the employer
	71.30%	54%	41.10%	31%	20.80%	14.40%
Telephonic interview (personal) - disadvantages	They cannot figure out what the recruiter thinks of them	Such an interview is impersonal	The use of non-verbal language	It is difficult to relate to a person whom you do not see face to face	That they look quite well physically and unfortunately cannot benefit from this advantage	
	60%	50.50%	47.50%	23.80%	6.90%	
If tomorrow an employer contacts you and lets, you choose the preferred method to hold an interview – what will you choose?	Interview face to face	A video interview (Skype)	Phone interview	Traditional methodology is dominant, but the online segment is rising		
	58.90%	22.30%	18.80%			
Why do employers' resort to modern interview solutions?	They can set up meetings immediately, even if the candidate is in another location /country	A decrease in costs with the displacement of the recruiters	Speed - in the recruitment process	Limiting the discussions/ duration of interviews can make the company win – both from the financial perspective as well as the time earned in the HR department		
	81.20%	67.80%	55.40%	37.80%		
For the candidate to put himself in the position of the recruiter and decide for his own company which method of interviewing is optimal	A mix between all the methods – without eliminating the human touch	Prefer the face-to-face interview	Video interview	Phone interview, online questionnaire, and an algorithmic selection.	The best answer is a mix between all the methodologies	
	46%	35.60%	9.90%	< 5%		

V. CONCLUSIONS

The conclusions following those presented in this paper reveal a candidate in continuous adaptation in the "digital era." The process of integration of the digital into the recruitment/interview area is nowhere near completed and it will undoubtedly take a long time until we can consider that recruitment in Romania is carried out online. However, we equally must know the "digital age" is here and everything that will follow, will be somehow linked to the digital – from the candidate position, we all need to adapt.

Now, we have a vast number of candidates (at least of those questioned) who prefer the traditional/classic way of interviewing. However, we also have a significant number of candidates who consider that the combination of online and traditional is the key to success at this time: the digital zone helps you reducing the time devoted to recruitment and eliminates the obstacles given by distance and geographic area, and through the face- to- face interview we identify the human side, the candidate's psychological and behavioral perspective.

Through this paper, we pursued several primary objectives; after the completion of the entire analysis, there are some representative elements:

- The surveyed candidates consider that the optimal interview is a mix between the online and the traditional one, face to face. They understand the need to use modern interviewing solutions, but the direct human relationship with the employer remains the dominant variant in terms of a job interview;
- The face-to-face interview is still preferred by most surveyed people, but the door for modern interviews is open – an approach that permanently gains ground and probably in the future will be the favorite variant of many;
- The surveyed candidates are prepared and understand very well what is happening now in HR and see the transformations of the HR area in recent years. There is a clear intention to be more flexible and to assimilate these transformations in HR more quickly and efficiently but in many cases lack some necessary skills to access online solutions – an aspect that intervenes and slows down the process of adaptation to modern interviewing solutions for some candidates.

Recommendations for companies/organizations:

- Sustain the formation/training of employees for online usage of resources;

- Communicate openly about online solutions and all the benefits that are generated in this process;
- Prepare and integrate online solutions – especially in the HR department – this will help the employee trust the online platforms for HR access;

Recommendations for companies/organizations:

- Start preparing for the future of HR – digitalization will be present in many processes, and every employee must be able to use the applications;
- Remain focus and open to new flows and online platforms.

Of course, we must also remember the limits of the research: the results obtained by this research are relevant because it presents a de facto situation on the perception of candidates in the financial-banking sector on the methods of interviewing used now in the recruitment process, to which we add that the answers to the questions may also have a certain degree of subjectivity from the respondents.

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