

The Prevalence of the Halo Effect among University Students: A Quasi-Experimental Study

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Abstract. The Halo effect is a first impression bias where perceptions in one domain influence judgements in others, potentially leading to inaccurate assessments in organizational settings. Therefore, this quasi experiment was conducted to investigate the prevalence of the Halo effect among university students using a sample of ten female undergraduates from Universiti Pendidikan Sultan Idris (UPSI). Using a within-subjects design, each participant acted as an interviewer and evaluated two confederates portraying either a good or bad first impression in simulated job interviews. Based on the descriptive analysis, $n = 7$ chose Confederate 1 with a good first impression while only $n = 3$ chose Confederate 2 with a bad first impression. This shows the prevalence of the Halo effect on UPSI students' job recruitment decisions. This experiment offers insights into the importance of raising awareness about Halo effect among undergraduate students who may play the role of future employees and recruiters.

Keywords: halo effect, first impression, job recruitment, workplace, interview

1 Introduction

This chapter outlines the study's background, articulates the problem statement and describes the research question, research objective and significance.

1.1 Background of study

Job recruitment is the process of identifying and employing competent workers to cover available vacancies in an organization [1]. The job recruitment process encompasses every step of hiring new employees from deciding what to put in a job advertisement to setting up interview questions along with rating rubrics. Among all the steps of job recruitment, interview sessions between the employers and the job candidates are the most crucial part of the employee selection process. This is because, by meeting them in real life and listening to how someone communicates, they can be evaluated well. Evidently, one cannot tell how well they engage around people by reading what they write, instead one must listen to how they speak. Furthermore, the person's social behaviour is also examined where their basic etiquette is

counted along with their body language, speech patterns and the words they employ [2]. Hence, a thorough observation is necessary from the employer's side in order to conduct a deeper analysis on the job candidate's fit in the organization's work culture and all the related aspects.

Nevertheless, when assessing a candidate, first impressions can be highly misleading and impair the employer's objectivity [1]. One such impactful first impression bias that occurs commonly in the employee recruitment process via interview is the Halo effect, which is the propensity to let a person's overall impression or a standout quality affect how highly they are rated overall [2]. That means, the Halo effect occurs when people attribute one specific (usually positive) trait of a person onto the other qualities of that person without any concrete evidence [5].

According to several studies, people make their first impressions of someone within seconds of meeting them [6]. These quick evaluations frequently rely on a mix of nonverbal behaviour, visual clues and little spoken information. The same phenomena happen in workplace settings where interviewers may inadvertently permit superficial aspects, including a candidate's dress, physical appearance or first impression, to take precedence over impartial assessments of their qualifications and interview responses. This is further supported by existing research on human resources (HR) where evidence shows that interviewers may overestimate a candidate's personality traits, leading to inaccurate conclusions about their competence and false hiring decisions [5].

When previous studies about Halo effect were reviewed, majority of the researchers have conducted their work in organisational settings [7]. For example, literature review on past research about recruitment decisions revealed that human resource managers' recruiting decisions often susceptible to biased evaluations in organisations [7]. This is because, they are generally based on superficial features such as look and speech patterns of candidate [8]. Another study found that physical attractiveness has a substantial effect on the recruiting process in organizations, with recruiters indicating a preference for attractive candidates over unattractive ones when job qualifications are equivalent [9].

Overall, the existence and influence of the Halo effect have mostly been investigated in organizational contexts rather than in other settings. Therefore, studying the prevalence of the Halo effect among university students who are future employees and potential recruiters across various fields remains a critical area of research.

1.2 Problem Statement

The Halo effect is a cognitive bias based on one good trait or characteristic that we attribute positive judgment to other unrelated traits [10]. Although the Halo effect seems to be a harmless factor in daily life, it can have a number of detrimental effects especially in job recruitment. During the recruitment and selection process via interview, recruiters or interviewers may make mistakes that have two detrimental outcomes due to the Halo effect. The first kind is predicated on selecting the unsuitable applicant for the following stage of the selection procedure. The

second kind occurs when the right applicant is turned down throughout the hiring process [10]. Both these outcomes lead to inefficiencies and poor performance. Reduced productivity could result from the person's lack of the necessary abilities, background or disposition to carry out the job well. Their inability to meet job expectations could result in their failure to satisfy job standards which could lead to missed deadlines, mistakes, and strained team chemistry. However, if a suitable applicant is turned away, the company loses the chance to hire someone who may have made a significant contribution in the company's success. This error can impede the attainment of strategic objectives and prolong skill disparities. This theoretical and empirical basis explains how crucial it is to study the effects of first impression in selecting the job candidates as employees.

Despite much research discussed Halo effect in organizational contexts, there is a lack of study conducted on exploring the prevalence of Halo effect among students in university settings. As a result, strategies devised to eliminate Halo effect, such as structured interviews, multiple interviewers and collaborative hiring process are most applicable and relevant only in organisational environments rather than in other settings [10]. University students who are just a few steps away from setting up their careers benefit from understanding how the Halo effect would affect their professional interactions when they become employees in the future [11]. Employers, coworkers and clients frequently make quick judgements, resulting in unfair benefits or disadvantages. A polished resume and a confident demeanor might make an applicant appear more capable than they are, while a highly skilled but shy individual may be overlooked. If students are trained to recognize and overcome this cognitive bias, they will be able to assess people and situations based on competence, performance and factual data rather than superficial attributes if they become recruiters in the future [11]. To bridge this gap in empirical knowledge, a quasi experiment was conducted using UPSI students to examine the prevalence of the Halo effect during simulated job interview scenarios in universities.

1.3 Research Objective

To investigate the prevalence of the Halo Effect in UPSI students' recruitment decisions during simulated job interview scenarios.

1.4 Research Question

How does the Halo Effect influence UPSI students' preferences when selecting candidates in a simulated job interview?

1.5 Significance of Study

By emphasizing this study on university students as evaluators in simulated recruitment scenarios, this experiment potentially derives a more pronounced empirical understanding of how cognitive bias such as the Halo effect may exist and influence evaluative judgments of

undergraduate students even before their inception into the workforce. The findings highlight the reception of students to form recruitment decisions based on superficial attributes, while disregarding candidates' actual potential and competency.

Furthermore, the findings from this study can also be leveraged into future planning of intervention in mitigating cognitive biases. If students are systematically exposed to recognize the implications of the Halo effect in areas where it is concerned, they are more likely to embrace evaluative tendencies grounded in structured objectivity, critical analysis and fairness. Training and exposure as such do not only secure the quality of recruitment practices, but also reduces the risk of biased selection and poor job performance in the future.

On the whole, by expanding the scope of Halo effect beyond organizational contexts, this study does not only provide insights on cognitive judgement and behaviour towards bias, rather it is an extension to integrate professional recruitment awareness throughout the span of academic discourse among undergraduate students in university. This proactive approach on the other hand will support and encourage the cultivation of future workforce driven by objectivity, fairness and bias-free.

2 Literature Review

This chapter will describe findings from multiple studies related to Halo effect on job recruitment decisions. Essentially, it will discuss the factors leading to Halo effect in job settings and negative effects of it on job recruitment decisions as highlighted by various researchers in their studies.

2.1 Factors Contributing to Halo Effect in Recruitment Contexts

There are several important factors directly or indirectly contributing to the Halo effect in job recruitment decisions in recruitment contexts. Undeniably the primary factor contributing to the Halo effect during interviews is first impressions. When a candidate makes a strong first impression, such as through their appearance, mannerism or communication skills, interviewers may unconsciously project the perceived positive or negative trait onto other unrelated characteristics, resulting in an overall favourable or unfavourable evaluation without clear rationale [8]. For example, a research finding demonstrates that physical attractiveness considerably leads to the Halo effect when making recruitment decisions because attractive people are frequently seen as more competent and knowledgeable than they actually are [12].

Besides that, Halo effect is further encouraged by stereotypes and biases [10]. Pre-existing assumptions about specific groups might affect how interviewers evaluate job candidates. For example, if an interviewer feels that people with a certain educational background are typically more skilled, they may overlook flaws in a candidate from that background due to the Halo effect [8].

Apart from that, the Halo effect becomes part of recruitment decisions owing to restricted information processing. As indicated by a research, human resource managers generally have limited time and information during interviews [5]. This causes them to use cognitive shortcuts which in turn, leads to overgeneralization and exacerbates the Halo effect. They may make recruiting judgements based on their first impressions rather than a comprehensive review of all candidate attributes, resulting in biased and unfair hiring decisions.

2.2 Negative Impacts of Halo Effect on Recruitment Decisions

Halo effect can result in unfavourable impacts in workplace settings if not properly addressed and eliminated. Firstly, the Halo effect can result in opportunity costs for both employers and applicants, as it may cause the hiring manager to overlook essential candidate attributes and credentials owing to an overemphasis on a particular positive quality [8]. This implies that applicants who are seen positively owing to the Halo effect may be chosen more rapidly, thus jeopardising their long-term growth if they are not the best fit for the role.

Furthermore, the Halo effect can lead to recruiting decisions that favour candidates based on superficial characteristics, resulting in selecting persons who are not genuinely capable of meeting job requirements, raising training expenses and decreasing overall productivity [13].

Aside from that, the Halo effect may also reinforce stereotypes and contribute to gender discrimination, especially in male-dominated sectors, where female candidates may be unjustly rated based on their appearance rather than skills and qualifications [9].

3 Method

This chapter describes the study's design, sample, experimental procedure, data analysis and ethical consideration explicitly with clarity and transparency.

3.1 Research Design

This quasi experiment employed the within-subjects design which ensures each participant encounters every condition of the independent variable. In this experiment, the independent variable is the type of first impression created by confederates with interviewers (true participants), which is classified into two types: good first impression and bad first impression. And the dependent variable of the experiment is the impact of good and bad first impressions on interviewers' recruitment decisions. The within-subjects design for this experiment was advantageous since it is easy to implement, has fewer ethical concerns and is less expensive [14]. Besides that, methodologists like Gravetter & Forzano and Field emphasize that within-subjects designs possess significant statistical power, as each participant acts as their own control. This approach minimizes error variance and enhances the analytical sensitivity [14], [15].

3.2 Sample

Ten female undergraduates from UPSI were recruited as participants for this experiment. The experiment employed the non-probability sampling method, particularly purposive sampling, to select participants. Purposive sampling involves intentionally selecting participants based on the characteristics of a population and the objectives of the study [16]. Because there were various variables to be met, this sampling technique was used in this experiment. The inclusion criteria for this experiment included (1) being a female (2) studying semester 1 to 7 (3) pursuing an undergraduate degree in any courses offered by UPSI except from Bachelor of Psychology with honours and Bachelor of Human Resources Management. The first criterion was established due to the fact that the confederates in the simulated interviews were also female. Previous studies indicate that gender dynamics can affect first impressions and evaluation biases, therefore limiting participants to females assisted controlling for possible gender influences and ensured a higher degree of consistency in responses [17]. The second criterion was implemented because students from semester 1 to 7 were more readily available on campus for recruitment, whereas semester 8 students are typically involved in internships outside the university, making them harder to reach. Lastly third criterion was introduced because students from both of those courses are quite familiar with the Halo effect as this concept is part of their study syllabus. As a result, students enrolled in these courses have the opportunity to discover the deception tactic employed to conceal the Halo effect, which will ultimately lead to biased outcomes. The inclusion criteria rendered the chosen sample both practical and representative of the active undergraduate demographic. So, 10 undergraduate students from UPSI who are qualified in terms of these inclusion criteria and willing to participate in this experiment had become the sample for this experiment.

3.3 Experiment Procedure

This experiment consisted of five trials. In each trial, two confederates and two true participants took part. The true purpose of the study which is investigating the prevalence of the Halo effect among university students was concealed from participants using deception techniques. Instead, participants were informed that the study aimed to assess the behaviour and attitudes of job applicants during interviews.

To determine roles, all four participants drew slips from a box, each labelled “Interviewer”. This role assignment was manipulated to ensure that only the true participants acted as interviewers, while the confederates consistently played the role of interviewees.

The procedure began with the interviewers (true participants) seated in a room. The first confederate (Confederate 1) entered, intentionally creating a good first impression by smiling, greeting the interviewers and dressing neatly. Despite this favourable impression, Confederate 1 provided low-quality responses to the interview questions.

Following the interview, the participants evaluated the confederate using a rubric that included both observable behaviours and non-observable traits.

Next, the second confederate (Confederate 2) entered, intentionally displaying a bad first impression by not smiling or greeting the interviewers, wearing untidy clothes and using a phone during the session. However, this confederate provided high-quality, well-structured responses to the interview questions.

To control for confounding variables, the same confederates were used throughout all trials, and their responses were kept consistent across sessions. After both interviews, the participants were asked individually to indicate which confederate they would hire for the job. Finally, a full debriefing session was conducted. Participants were informed about the use of deception, the actual purpose of the study, and the role manipulation that had taken place.

3.4 Ethical Consideration

Before participating in the experiment, all participants signed an informed consent form as a way of showing their agreement to take part. The consent form clearly outlined the purpose of the study, procedures involved, potential risks and benefits, confidentiality assurances, contact information and participants' right to withdraw at any time without providing a reason, even after signing the form. In addition, participants were also guaranteed that their responses in the experiment would remain anonymous and no identifying information such as name, identification number or address collected from them. This study employed deception as part of its design. Participants were initially informed that the experiment aimed to examine job applicants' behaviour and attitudes during interviews. The actual purpose which is exploring the prevalence of the Halo effect among university students was intentionally concealed to maintain the integrity of the research. Besides that, the role determination was also manipulated in a way where true participants always get the 'Interviewer' role. Following the experiment, participants were thoroughly debriefed, informed of the study's true purpose, and made aware of the deception and role manipulation. They were then asked to sign a debriefing consent form, reaffirming their agreement to allow their data to be used in the analysis.

3.5 Data Analysis

Due to the limited sample size of this study ($n = 10$ female undergraduates), inferential analyses were not performed. Instead, this experiment's data was analysed using a descriptive analysis approach to examine the prevalence of the Halo effect in participants' recruitment decisions. This choice is consistent with the exploratory objective of the study, which aimed to identify patterns and tendencies rather than to generalize the results. Although inferential analysis could yield more robust statistical evidence, it necessitates a larger sample size that guarantee reliability and validity. Consequently, descriptive analysis was deemed the most suitable method for the current research context. Therefore, a bar chart was created using RStudio software to visually compare the number of participants who selected the confederate with a good first impression versus the one with a bad first impression.

Descriptive analysis was chosen for its ability to provide a clear and concise summary of participant responses, facilitating interpretation and informed discussion [18]. The visual comparison helped highlight any observable bias in participants' choices, thereby offering insights into how first impressions may have influenced their recruitment decisions.

4 Result

This chapter represents the findings of this experiment to answer the research question introduced in chapter one.

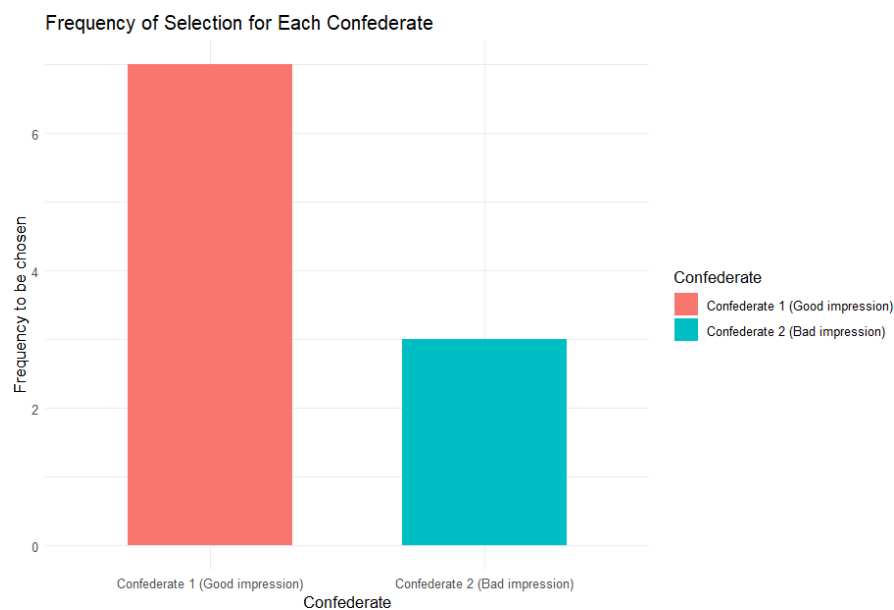


Fig. 1. Bar chart of frequency comparison between recruitment for good first impression confederate and bad first impression confederate

As shown in **Figure 1**, out of 10 study participants, $n = 7$ chose Confederate 1 with a good first impression while only $n = 3$ chose Confederate 2 with a bad first impression. This result illustrates a noticeable preference for the candidate with a favourable first impression, despite the fact that Confederate 1 provided low-quality answers, while Confederate 2 gave high-quality responses. This suggests the prevalence of the Halo effect in recruitment decisions made by UPSI students, where positive non-verbal cues and appearance may have outweighed actual candidate potential.

5 Discussion

The result obtained from the study was interpreted and discussed through this chapter. Besides that, the limitation of the experiment as well as future recommendations to counteract the

limitations were addressed.

5.1 Discussion on Halo Effect and Recruitment Decisions

The result obtained in this experiment should be explained in the context of first impression. In human interactions, first impressions have a big impact on a person's thinking or decision and nowhere is this more true than in the employment process. Interestingly, it is predicted that within the first five minutes of an interview, a significant thirty percent of interviewers form their impressions about the interviewee [19]. In particular, it is because of the Halo effect which is a type of cognitive bias, which happens when an interviewer or employer is unduly swayed by one favourable quality of a candidate and assumes that the candidate is outstanding in every way.

Besides that, the result also aligns with psychological concept such as confirmation bias, where individuals tend to seek information that supports their initial perceptions and ignore contradictory evidence (8). As in this experiment, once the participants formed a favourable impression of Confederate 1, they may have unconsciously disregarded the poor responses, reinforcing their initial bias. Furthermore, this pattern of decision making can also be explained by underlying brain mechanisms. That is, human cognition is wired to identify patterns quickly and make snap judgements based on limited information [20]. This tendency, while evolutionarily efficient, can lead to overgeneralization, especially in evaluative contexts like interviews.

These findings underscore how first impressions can significantly distort evaluative judgements, even among university students with no formal recruitment training. The prevalence of this bias highlights the need for structured, objective evaluation methods in both educational and professional settings.

5.2 Limitation of Experiment

Although the findings of this experiment provide valuable insights on understanding the prevalence of Halo effect among university students, several limitations are crucial to be acknowledged and considered when interpreting the findings. In spite of the significance of these findings, it is important to emphasize that this experiment may accommodate limited generalizability, due to the fact that only ten female undergraduate students recruited as participants. Therefore, the findings cannot be confidently applied to broader populations, including male students or individuals from different educational institutions. In addition, due to the small number of participants, inferential analysis has not been conducted for this experiment. Another potential limitation of this experiment can be explained through demand characteristics. This could have happened if the participants had been even slightly conscious of the deception used to conduct this experiment. So, the participants may have acted upon perceived expectations of the experiment rather than making genuine recruitment decisions

which compromises the purpose of the experiment.

5.3 Future Recommendations

However, future studies could extend the research on this discourse under better and revised circumstances. To counter the lack of generalizability in this experiment, future studies can include more participants from diverse samples, incorporating data from both female and male participants. This would allow for comparative analysis of potential gender differences in recruitment decisions influenced by the Halo effect. Besides that, future studies may also pursue studies as such, in a more controlled environment, bound by the actual settings of the hiring process to yield accurate measures of first impression influence in recruitment decisions. In addition to generalizing the experiment, future researchers can introduce cross-cultural variables, such as how recruiters from individualistic and collectivistic cultures respond to first impression bias during interviews. A greater emphasis on these cultural variables can contribute to studying the prominence and extent of influence of the Halo effect across cultures.

As a means to conclude the discussion, it is important to acknowledge that the findings of this experiment indeed suggests that first impression bias exist in hiring decisions made by UPSI students. Therefore, future studies should explore these effects on a broader perspective owing to diverse settings, samples and cultural background to gain a more comprehensive understanding.

6 Conclusion

This experiment explored the prevalence of Halo effect on job recruitment decisions made by UPSI students during a mock interview session. And the analysis of the experiment's results demonstrated, out of 10 participants $n = 7$ chose Confederate 1 who made a good first impression but provided low-quality responses, while only $n = 3$ chose Confederate 2 who made a bad first impression but provided high-quality responses. The result reveals the potential prevalence of Halo effect among UPSI students when making recruitment decisions. The findings of the experiment highlight the need for creating awareness about Halo effect and its negative impact in university settings among students as they are going to lead the workforce in the future as employees or recruiters. To acquire a fuller understanding, future experiments or research should investigate the Halo effect from a broader perspective, taking into account the diversity of cultural backgrounds, gender, socioeconomic status and age groups.

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Appendix A

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POSITION: HOTEL MANAGER, BUNGA VILLAS HOTEL

Interview Questions

No./Bil	Questions/Soalan
1.	<p>Can you tell us a little about yourself and your professional background in hospitality ?</p> <p><i>Bolehkah anda ceritakan sedikit tentang diri anda dan latar belakang kerjaya anda dalam bidang hospitaliti?</i></p>
2.	<p>What is your approach to motivating your staff to deliver exceptional service?</p> <p><i>Apakah pendekatan anda untuk memberikan motivasi kepada kakitangan anda supaya memberikan perkhidmatan yang cemerlang?</i></p>

3.	<p>Can you share an example of a new idea or initiative you want to implement to improve our hotel services?</p> <p><i>Bolehkah anda kongsi contoh idea atau inisiatif baharu yang anda boleh laksanakan untuk meningkatkan perkhidmatan hotel kami?</i></p>
4.	<p>Let's say you face a very difficult customer who is always pestering you about the service. How do you think you will handle this situation?</p> <p><i>Sekiranya anda berhadapan dengan pelanggan yang sangat sukar dan sentiasa mengadu tentang perkhidmatan, bagaimana anda fikir anda akan menangani situasi ini?</i></p>
5.	<p>How do you handle double-booking or unexpected issues, such as staffing shortages or system failures?</p> <p><i>Bagaimana anda menangani masalah seperti tempahan "double-booking" atau isu yang tidak dijangka, seperti kekurangan kakitangan atau kerosakan sistem?</i></p>
6.	<p>How do you measure and track customer satisfaction?</p> <p><i>Bagaimana anda akan mengukur kepuasan pengalaman pelanggan semasa di hotel kami?</i></p>

Appendix B

Scoring Rubrics

Candidate's Name:

Professional tone and body language			
3	2	1	Remarks
<p>Maintains a professional tone throughout, consistent eye contact, and positive body language.</p> <p><i>Menjaga nada profesional sepanjang masa, memastikan kontak mata yang konsisten, dan "body language" yang positif.</i></p>	<p>Tone and body language are somewhat professional but inconsistent. There are moments of hesitation or distraction.</p> <p><i>Nada dan "body language" yang agak profesional tetapi tidak konsisten. Terdapat saat-saat ketidakyakinan atau gangguan.</i></p>	<p>Unprofessional tone, lack of eye contact, or distracting body language that impacts the candidate's credibility.</p> <p><i>Nada tidak profesional, kurang kontak mata, atau "body language" yang mengganggu atau menjejaskan kredibiliti calon.</i></p>	
Communication and active listening			
3	2	1	Remarks

<p>Demonstrates attentive listening and appropriate responses.</p> <p><i>Menunjukkan perhatian yang bagus dan memberikan respons yang sesuai.</i></p>	<p>Moderately attentive, with some lapses in focus or relevance.</p> <p><i>Kurang perhatian, dengan beberapa kekurangan dalam fokus atau yang berkaitan.</i></p>	<p>Poor listening, with responses that are off-topic or unrelated.</p> <p><i>Perhatian yang lemah, memberikan respons yang tidak relevan atau tidak berkaitan.</i></p>	
Initiative and Leadership (Question 2 and 3)			
3	2	1	Remarks
<p>Proactively leads by example, taking initiative to inspire others and drive positive change.</p> <p><i>Proaktif dalam memimpin menggunakan teladan, mengambil inisiatif untuk memberi inspirasi kepada orang</i></p>	<p>Shows leadership when needed, but may lack consistent initiative or proactive solutions.</p> <p><i>Menunjukkan kepemimpinan apabila diperlukan, tetapi mungkin kekurangan inisiatif yang konsisten atau</i></p>	<p>Hesitant to take initiative, lacks clear leadership or struggles to motivate others.</p> <p><i>Ragu-ragu untuk mengambil inisiatif, kekurangan kepemimpinan yang jelas atau bergelut untuk memotivasi</i></p>	

<i>lain dan mendorong perubahan positif.</i>	<i>penyelesaian yang proaktif.</i>	<i>orang lain.</i>	
Practical application of skills and knowledge (Question 5)			
3	2	1	Remarks
<p>Consistently applies skills and knowledge to streamline operations, improve efficiency, and achieve optimal outcomes.</p> <p><i>Sentiasa mengaplikasikan kemahiran dan pengetahuan untuk memperkemas operasi dan pengurusan, meningkatkan kecekapan untuk mencapai hasil yang optimum.</i></p>	<p>Applies skills and knowledge to daily tasks, but may need occasional guidance to handle complex situations.</p> <p><i>Mengaplikasikan kemahiran dan pengetahuan dalam tugas harian, tetapi mungkin memerlukan bimbingan sekali-sekala untuk menangani situasi yang kompleks.</i></p>	<p>Struggles to apply skills and knowledge consistently, resulting in inefficiencies or mistakes in daily operations.</p> <p><i>Sukar untuk mengaplikasikan kemahiran dan pengetahuan secara konsisten, mengakibatkan ketidakcekapan atau kesalahan dalam operasi harian.</i></p>	
Problem solving and critical thinking (Question 4)			
3	2	1	Remarks

<p>Quickly identifies issues, analyzes them thoroughly, and develops innovative solutions.</p> <p><i>Cekap dalam mengenal pasti isu, memberikan analisis dengan teliti, dan mengusahakan penyelesaian yang inovatif.</i></p>	<p>Identifies and addresses problems but may rely on conventional solutions or struggle with complex issues.</p> <p><i>Mengenal pasti dan menangani masalah tetapi mungkin bergantung pada penyelesaian konvensional atau menghadapi kesukaran dengan isu yang kompleks.</i></p>	<p>Struggles to analyze problems effectively and often provides inadequate or delayed solutions.</p> <p><i>Sukar untuk menganalisis masalah dengan berkesan dan sering memberikan penyelesaian yang tidak mencukupi atau tidak efisien.</i></p>	
Openness to feedback and criticism (Question 6)			
3	2	1	Remarks
<p>Handles criticism professionally, remains calm, and uses it as an opportunity for improvement.</p> <p><i>Menangani kritikan secara profesional, kekal tenang, dan menggunakannya sebagai</i></p>	<p>Accepts criticism without major issues but may not always act on it or fully embrace it.</p> <p><i>Menerima kritikan tanpa masalah besar tetapi mungkin tidak selalu bertindak atau</i></p>	<p>Struggles with receiving criticism, often reacting defensively or not using it constructively.</p> <p><i>Sukar untuk menerima kritikan, sering bertindak secara defensif atau tidak</i></p>	

<i>peluang untuk penambahbaikan.</i>	<i>menerima sepenuhnya.</i>	<i>menggunakannya secara konstruktif.</i>	
Personal judgements			
3	2	1	Remarks
<ul style="list-style-type: none"> • Kindness/<i>Baik hati</i> • Politeness/<i>Berbudi bahasa</i> • Commitment/<i>Komitmen</i> • Trustworthy/<i>Boleh dipercayai</i> <p>Consistently demonstrates high standards, exceeding expectations.</p> <p><i>Sentiasa menunjukkan standard yang tinggi, melebihi jangkaan.</i></p>	<ul style="list-style-type: none"> • Kindness/<i>Baik hati</i> • Politeness/<i>Berbudi bahasa</i> • Commitment/<i>Komitmen</i> • Trustworthy/<i>Boleh dipercayai</i> <p>Meets expectations but has room for improvement.</p> <p><i>Memenuhi jangkaan tetapi mempunyai ruang untuk penambahbaikan.</i></p>	<ul style="list-style-type: none"> • Kindness/<i>Baik hati</i> • Politeness/<i>Berbudi bahasa</i> • Commitment/<i>Komitmen</i> • Trustworthy/<i>Boleh dipercayai</i> <p>Falls below expectations, showing significant weaknesses.</p> <p><i>Di bawah jangkaan, menunjukkan kelemahan yang ketara.</i></p>	

Total points:

Appendix C

Answer Scheme for the Confederates BAD IMPRESSION

CONFEDERATE

1. Can you tell us a little about yourself and your professional background in hospitality?

I have over 8 years of experience in the hospitality industry, starting as a front desk and gradually became a manager. My previous position was as an operations manager at a luxury hotel, where I successfully implemented new service protocols that increased customer satisfaction by 20%. I am passionate about creating memorable guest experiences and fostering a motivated, high-performing team.

Saya mempunyai lebih daripada 8 tahun pengalaman dalam industri hospitaliti, bermula sebagai pembantu kaunter hadapan dan secara beransur-ansur naik ke peranan pengurusan. Jawatan saya sebelum ini adalah sebagai pengurus operasi di sebuah hotel mewah, di mana saya berjaya melaksanakan protokol perkhidmatan baru yang meningkatkan kepuasan pelanggan sebanyak 20%. Saya bersemangat untuk mencipta pengalaman tetamu yang bagus dan turut membentuk pasukan yang bermotivasi tinggi.

2. What is your approach to motivating your staff to deliver exceptional service?

I believe in leading by example and creating a positive work environment where staff feel empowered and appreciated. Regular training, clear communication of expectations, and recognizing outstanding performance are key strategies I use to keep the team motivated..

Saya percaya dalam pimpinan melalui teladan dan mewujudkan persekitaran kerja yang positif di mana staf merasa diberi kuasa dan dihargai. Latihan secara berkala, komunikasi jelas, dan pengiktirafan terhadap prestasi cemerlang adalah strategi utama yang saya gunakan untuk memastikan pasukan tetap bermotivasi..

3. Can you share an example of a new idea or initiative you want to implement to improve our hotel services?

I would like to implement a personalized guest experience program that uses guest preferences and feedback to tailor their stay. For example, offering customized welcome amenities or personalized dining options to enhance their overall experience.

Saya ingin melaksanakan program pengalaman tetamu yang istimewa menggunakan keutamaan dan maklum balas tetamu untuk menyesuaikan penginapan mereka. Contohnya, menawarkan

kemudahan sambutan yang disesuaikan atau pilihan makan yang pribadi untuk meningkatkan pengalaman keseluruhan mereka.

4. Let's say you face a very difficult customer who is always pestering you about the service. How do you think you will handle this situation?

I would listen attentively to their concerns, empathize with their situation, and take immediate action to resolve the issue. Staying calm and professional while ensuring the guest feels heard is key to turning a difficult situation into a positive one.

Saya akan mendengar dengan teliti kekhawatiran mereka, menunjukkan empati terhadap situasi mereka, dan mengambil tindakan segera untuk menyelesaikan masalah tersebut. Tetap tenang dan profesional sambil memastikan tamu merasa didengar adalah kunci untuk mengubah situasi yang sulit menjadi positif.

5. How do you handle double-booking or unexpected issues, such as staffing shortages or system failures?

I prioritize clear communication and quick decision-making during such situations. For double-booking, I would immediately offer alternative solutions, such as upgrades or partner accommodations. For staffing shortages or system failures, I rely on a solid contingency plan and ensure the team is trained to handle such emergencies.

Saya mengutamakan komunikasi yang jelas dan membuat keputusan yang cepat dalam situasi seperti itu. Untuk pemesanan berganda, saya akan segera menawarkan penyelesaian alternatif, seperti "upgrade" kamar. Untuk

kekurangan staf atau kegagalan sistem, saya akan bergantung pada pelan kontingensi yang kukuh dan memastikan pasukan dilatih untuk menangani kecemasan tersebut.

6. How do you measure and track customer satisfaction?

I use tools like guest surveys, online reviews, and direct feedback during their stay. Tracking trends in feedback helps identify areas for improvement and ensures we consistently meet or exceed guest expectations.

Saya akan menggunakan cara seperti soal selidik tetamu, ulasan dalam talian, dan maklum balas langsung semasa mereka menginap. Memantau trend dalam maklum balas membantu mengenal pasti kawasan yang perlu diperbaiki dan memastikan kami sentiasa memenuhi atau melebihi jangkaan tetamu.

GOOD IMPRESSION CONFEDERATE

1. Can you tell us a little about yourself and your professional background in hospitality?

I've worked in a few hotels, mostly doing front desk work, but I haven't been in a management position before. I've learned some things, but I haven't really had the chance to manage a team. I'm hoping to learn more in this role.

Saya telah bekerja di beberapa hotel, kebanyakannya dalam tugas kaunter, tetapi saya belum pernah memegang jawatan pengurusan sebelum ini. Saya sudah belajar banyak tentang perkhidmatan tetamu dan pengurusan, tetapi saya belum berpeluang untuk memimpin pasukan. Saya berharap dapat mempelajari lebih lanjut selepas dapat jawatan ini.

2. What is your approach to motivating your staff to deliver exceptional service?

Well, I guess I'd try to lead by example and hope they follow. I'm not exactly sure what else would work to motivate them, but I think... maybe some incentives could help, like bonuses or something.

Saya rasa saya boleh berikan motivasi kepada staf dengan menunjukkan penghargaan dan, ermmm, saya akan cuba memimpin dengan teladan, tetapi saya rasa... mungkin beberapa insentif boleh membantu, seperti bonus atau sesuatu.

3. Can you share an example of a new idea or initiative you want to implement to improve our hotel services?

I think I would need to observe things for a while to see what needs to change. Maybe we could improve how we

deal with guest complaints, but I'd have to think more about it when I'm already hired to work here.

Saya rasa saya perlu melihat keadaan terlebih dahulu untuk melihat apa yang perlu diubah. Mungkin kita boleh meningkatkan cara kita menangani aduan tetamu, tetapi saya perlu fikirkan lebih lanjut mengenainya selepas saya sudah bekerja dekat sini.

4. Let's say you face a very difficult customer who is always pestering you about the service. How do you think you will handle this situation?

I think I'd try to stay calm. Maybe I'd apologize and try to offer something to make them happy, but I will work on what else I could do at that time.

Saya rasa saya akan cuba untuk tetap tenang, mungkin saya akan minta maaf dan cuba menawarkan sesuatu untuk membuat mereka gembira, tetapi saya tidak tahu apa lagi yang boleh saya lakukan.

5. How do you handle double-booking or unexpected issues, such as staffing shortages or system failures?

I'd probably just try to find a solution as best I can. If there's a double-booking, I'd maybe offer the guest a different room, but for staffing shortage. I guess I'd just try to manage somehow with the staff that's already there.

Saya mungkin hanya cuba untuk mencari penyelesaian sebaik yang saya boleh. Jika ada tempahan berganda, saya mungkin akan menawarkan bilik yang lain kepada tetamu, dan jika berlaku kekurangan staf. Saya rasa saya hanya akan cuba mengendalikan sebaik mungkin dengan staff yang sedia ada.

6. How do you measure and track customer satisfaction?

Nowadays there are many ways to track customer satisfaction, but I guess I'd look at reviews or ask guests how their stay was. Maybe we could give out surveys, but that doesn't mean they would give honest answers.

Zaman ini ada beberapa cara untuk ukur kepuasan tetamu, mungkin saya rasa saya akan melihat ulasan atau bertanya kepada tetamu mengenai pengalaman mereka. Mungkin kita boleh beri borang soal selidik, tetapi tidak bermaksud tetamu akan memberikan jawapan yang jujur.