

## Avoiding Halo Effect in Employee Selection: Implementing Effective Techniques in Hiring

*İşgören Seçiminde Halo Etkisinden Kaçınma: İşe Almada Etkin Tekniklerin Uygulanması*

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### Öz

The aim of this conceptual paper is to explore the issues affecting the importance of employee selection processes within the “halo effect” context. It’s so obvious that employee selection process will determine the quality of new hires and organizational success, or failure and it is also dependent on the talent pool of the candidates. First, if a total and exact image of a job isn’t developed beforehand, it will be so complex to choose and hire excellent employees. Therefore, if the modern and scientific principles in employee selection applied and the employee selection procedures are properly designed, it can save organizations a lot of money. However, differentiating between applicants to identify and hire those with a greater likelihood of success in a job by avoiding halo effect is very important for organizations for both in daily operations and organizational long-term success. In sum, in this paper, the conceptual framework will be provided through literature research and the process of employee selection will be outlined, effective interviewing and recruiting techniques and choosing the right candidate for the vacant job will be discussed.

**Jel Codes:** M10, M12, M51.

**Keywords:** Job Analysis, Interviewing, Recruiting

### Öz

Bu çalışmanın amacı, “Halo Etkisi” bağlamında, işgören seçim süreçlerinin önemi ve bu süreci etkileyen konuları ortaya çıkarmaktır. İşe alma sürecinin işe yeni alınanların niteliğini ve örgütsel başarıyı belirleyeceği açıktır ve bu da aynı zamanda adayların yetenek seviyelerine bağlıdır. Öncelikle, pozisyonun tam ve kesin olarak önceden belirlenmediği sürece, mükemmel işgörenin seçimi çok karmaşık bir hal alacaktır. Bu yüzden, eğer çağdaş ve bilimsel işgören seçim ilkeleri uygulanır ve işgören seçim prosedürleri uygun olarak tasarlanırsa, örgütler çok fazla finansal tasarrufta bulunacaktır. Bununla birlikte, başvuran adaylar arasında işinde başarı gösterebilecekleri diğerlerinden ayırt edip, halo etkisinden kaçınarak seçmek, örgütlerin

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günlük işleri ve uzun vadede örgütsel başarı için çok önemlidir. Sonuç olarak, bu makalede, literatür araştırmasıyla kavramsal bir çerçeve oluşturulacak, işgören seçimi ana hatlarıyla ele alınacak, etkin mülakat ve işe alma teknikleri ve boş olan pozisyona doğru adayın seçimi irdelenecektir.

**Jel Kodları:** M10, M12, M51.

**Keywords:** İş Analizi, Mülakat, İşe Alma

## 1. Introduction

Initially, employee selection, which is as an aspect of human resource management (HRM), is very critical to an organization's success and it is the process in which specific methods and instruments are used to make a choice from a pool of candidates that an individual is possibly going to be successful in the vacant job through the given management or organizational goals and legal requirements. Selection process also involves interviewing the candidates and assessing their qualifications, which are necessary for a specific job and finally selecting the best candidate for the job. It's obvious that all employers want to hire the best employees but if an accurate job description isn't created or scientific principles aren't employed through the selection process, the selection will be wrong and then the huge hidden cost incurred in induction and training the wrong employee will certainly be a huge hidden loss to the organization in terms of money, effort, and time. Moreover, wrong hiring especially occurs when analytical approach is overlooked, and when most leaders, just like under the influence of "halo effect", rely on their intuition on deciding whether to appoint someone to the vacant job but an overreliance on intuition often results in bad hires.

The "halo effect" was first coined by US psychologist Edward Thorndike in 1920, and it mainly refers to the tendency to make specific inferences based on a general impression and it can also be classified as a stereotype, for example, the "what is beautiful is good" stereotype. Moreover, halo effect, which is a cognitive bias based on one positive trait or characteristic we attribute positive judgment to other unrelated characteristics, has also a powerful influence on assessments and impression formation, such as in job or promotion interviews (Radeke and Stahelski, 2020:2; Nayak and Pakrashi, 2020: 1-3). According to Rosenzweig (2007), it's vital to identify some of the misperceptions and delusions commonly seen in the business world and avoiding from the halo effect is the key for the organizational success. It has also been underlined that a wise leader never relies on the data contaminated by the halo effect especially when it comes to evaluate the whole performance of the organization and hiring new people for the vacant jobs. Additionally, Baldwin and Cowper (2021) stated in their article that the halo effect is the trap that usually make the employers hire the wrong person and managers shouldn't rely on their intuition so much in employee selection decisions. Besides, they maintained that since the halo effect is associated with the tendency to think somebody is great in many areas assuming they've impressed us in a single area, it's critical to control our inborn tendency to make quick appraisals of individuals and to carry out scientific strategies more in the employee selection cycle to assist with neutralizing the halo effect.

To sum up, it's absolutely clear that hiring great employees requires a great recruitment strategy and though the traditional methods are still viable in employee selection process, now, recruitment techniques are always evolving due to huge technological advancements

and newer media platforms on the Internet. Therefore, employers or HRM professionals should be more aware of the facts of the changing business world because finding the best hires for organizations relying solely on a piece of paper or virtual profile, reviewing applications, screening candidates, interviewing are not enough anymore and professional, the most effective, valid methods of employee selection techniques should be implemented in the employee selection process. However, job analysis is one of the most significant phases of employee selection since if the accurate and complete identification of the job isn't made beforehand, it is often impossible to select best employees. In conclusion, in this conceptual paper, job analysis, implementing effective interviewing, recruiting, checking references and testing techniques in hiring will be outlined in detail and the recommendations will be made on hiring the best candidates for the jobs avoiding from the "halo effect".

## **2. Job Analysis, Interviewing and Recruiting**

In today's business world, stiff competitive business world driven by new information and communication technologies highlights the importance of selecting the best employees and involving them with the organizational goals and strategy. It's obvious that the organizations have begun to pay much attention to the recruitment and selection process. Therefore, initially, creating a successful employee selection process highly depends on a well-designed job analysis and it must be developed before announcing the job, reviewing candidate applications, and also interviewing and recruiting sections. Because, making the best final candidate selection can only be achieved by providing a good, accurate description of the job details including duties and knowledge, abilities, capacities, and personal characteristics required for success in a specific vacant position.

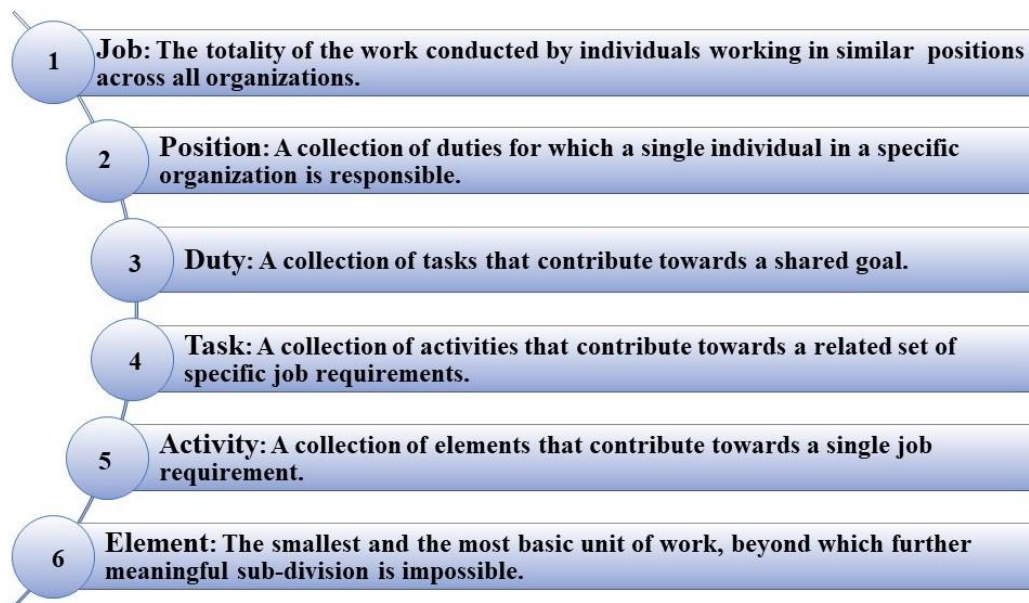
### **2. 1. Job Analysis**

First, "analysis" in the narrowest sense, can be defined as "splitting up into elements" and it can be inferred that job analysis refers to subdivide the complex entity, the job, into individual elements (Landau and Rohmert, 2017:10). Job analysis is one of the most vital steps in employee selection process because it provides links between what candidates must know and can do the job safely and competently and it also enables job applicants to know about the work experience and educational training requirements that are needed before applying for the vacant job (Wyse, 2019:52).

Additionally, job analyses and job descriptions are directly associated with HRM roles, covering employee selection, evaluation, training, and work design. Since the job analysis involves defining, gathering, analyzing, and structuring information about a job's components, characteristics, and requirements, it is an important step in ensuring that the right candidate is selected. Besides, it also helps both employers or HRM professionals in selection and recruitment process and helps the employees to have a clear picture of what is required of them before applying for the job (Aamodt, 2015: 34). According to Woods and Hinton (2019), job analysis is the exact process of outlining the mainlines of the position by dividing it into more modest units where the process brings about at least one composed item with pointing of portraying how is treated the work for sure characteries or capacities are important to do the job successfully. It has also been mentioned that there are two significant types of job analysis, work-arranged and employee situated work analysis. Within work-oriented job

analysis, the job is separated into its constituent parts through a process of permanent limiting of concentration and the parts of the position are organized in a kind of hierarchy. Within the worker-oriented job analysis, discovering the characteristics that point out an effective employee in the job and these characteristics are knowledge, skills, abilities and other attributes and they are often called by the abbreviation KSAOs in the literature. Figure 1 shows the constituent parts of a job:

**Figure 1: The Main Constituent Parts of a Job**



**Source:** Woods, A. S., & Hinton, P.D. (2017). An Introduction to Work and Organizational Psychology: An International Perspective. Fraccaroli, F., & Sverke, M. (eds.), Wiley Backwell. (p.5).

Finally, as Breugh (2017) underlined, the job definition and the list of the job specifications are the effects of a job analysis and the description alludes to the assignments, obligations and obligations that a position involves and it likewise includes data about the workplace. The job specifications include employee attributes and KSAOs that an employee ought to have to effectively perform a job. In aggregate, employments of job investigation information, techniques for information assortment, uses of job analysis data and data precision are imperative to discover how a particular sort of job examination can create information that assistance to complete a powerful representative recruitment process.

## 2.2. Interviewing

Interviewing is a vital step in the employee selection process and if it is undertaken effectively, it lets the employer or HRM professionals to identify if a candidate's skills, experience, and personality meet the job's requirements. Therefore, interviews provide an opportunity for both employer and employee the chance to decide if the candidate's skills and character comply with the organization's needs and culture. In addition, creating a pool of productive, good employees in the organization is very important and it normally starts from selection process of the employees. And, interview is the most prevalent kind of special technique



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which is usually used as a means of getting information from the candidate and it has been used as an important selection method by the employers or HRM Professionals for a long time.

The job interview has advanced enormously since its first origination in the mid-1920s and, on the off chance that it is created and executed appropriately, it tends to be a dependable and legitimate employee selection tool. Thomas Edison was one of the first credited with carrying out an employee selection interview on a logical style. Edison formed 150 selection questions that included various subjects for example, geography, mathematics, manufacturing, history, and trivia etc. He undertook the interview technique to determine if the applicants' skills, experience, and personality meet the job's requirements by narrowing the applicant pool, depending on applicants' having comparable knowledge and intellect to his own (Blackman, 2017: 182).

Hence, the main point of the interview, similarly as with any subjective exploration information assortment device, is to investigate the insider viewpoint and to find out in the candidates' own words, thoughts perceptions, feelings and experiences. Moreover, while meetings can be done in various configurations (face-to face, via phone or by means of the Web), the tone of the meeting is for the most part casual and conversational. It is a two-way process where the interviewer and the candidate participate in a discourse to investigate the current subject (Taylor, 2005:39). However, Emans (2019) underlined that, in general terms, the goal of the interviewing is to collect objective information on a certain purpose from the statements via interviewing individuals to answer the single or various pre-formulated questions. Furthermore, as Alshenqeeti (2014) defined, an interview is an instrument to have precise and profound data about a specific point or subject, and through which a phenomenon can be evaluated within the concept of the meanings interviewees bring to it via conversation between partners, candidates. Interviews can be done in various ways to accumulate such meanings and one-on-one interviews and focus groups interviewing are the most common ones. It has also been underlined that there are four types of interviews, and these are as follows;

1. The structured interview: It is often organized around a set of predetermined direct questions that require immediate, usually 'yes' or 'no' type, answers. The interviewer and interviewees are not so free to make an open-ended interview.
2. The open-ended (unstructured) interview: Contrary to the structured interview, it is an open situation through which a more flexibility and freedom is offered to both interviewers and the interviewees within the concept of planning, implementing and organizing the interview content and questions.
3. The semi-structured interview: It is a more noteworthy adaptable kind of the structured interview since it lets profundity to be accomplished by giving the opportunity with respect to the questioner to look and grow the interviewee's responses. During these types of interviews, professionals advise using a basic checklist that might help including all relevant areas when asking questions.
4. The focus group interviewing: It is a technique in which a group of participants are gathered to collect a variety of information. When conducting this type of interviewing, candidates are chosen since they are goal-oriented, though not necessarily



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representative, sampling of a specific population, this group being 'focused' on a given topic and it can provide some crucial information to analyze and interpret later.

Hence, as Ekuma (2012) argued that in today's ever-changing dynamic business environment, leaders and HRM professionals must work toward recruiting and keeping high performers as it's very important to an organization's success. Additionally, the demographic changes, technological breakthroughs and globalization have made it vital for organizations to select and hire the best individuals as a source of competitive advantage and the importance of recruiting the right staff can make all the difference in how successful a business is and where it's heading in the future. Therefore, though interviewing technique is often regarded as a traditional option, interviewing is still popular and is often accepted by all parties in the selection process, including candidates themselves and it must be improved by means of up-to-date analytical methods in order to increase its validity and reliability of the data obtained and avoid its limitations such as halo effect, primacy effect, fundamental attribution error effect, stereotyping effect and temporal extension effect.

Last but not least, according to Westby et al., (2003), in order not to risk the development of rapport and effective interview, making the right inquiries in the correct ways is the key for developing and maintaining a comfortable, productive and an effective interview. In addition, the following have also been mentioned as general principles to consider when asking questions in an ideal interview:

- Ask for use instead of meaning.
- Utilize open-finished inquiries rather than dichotomous inquiries that trigger a yes or no reaction.
- Rehash what the candidate says by rehashing the customer's precise words; don't reword or decipher.
- Sum up the candidate's proclamations and offer them the chance to address you in the event that you have misconstrued something they have said.
- Avoid multiple questions.
- Try not to lead questions that will generally situate the individual to react in a specific bearing.
- Try not to utilize why questions in light of the fact that such inquiries will more often than not sound critical and expect that the individual knows why.

### **2.3. Recruitment**

Recruitment alludes to draw in individuals with the right capabilities qualities as pre-determined in the job analysis to apply for the empty position in employee selection process. There are two primary kinds of recruitment and the first is the internal recruitment that is, to advance somebody from inside the association and the second one outer enrollment, that is to enlist somebody from outside the association. It can be not unexpected respected that internal promotions can be an incredible wellspring of inspiration for the labor force inside the association, however assuming an association generally advances representatives from



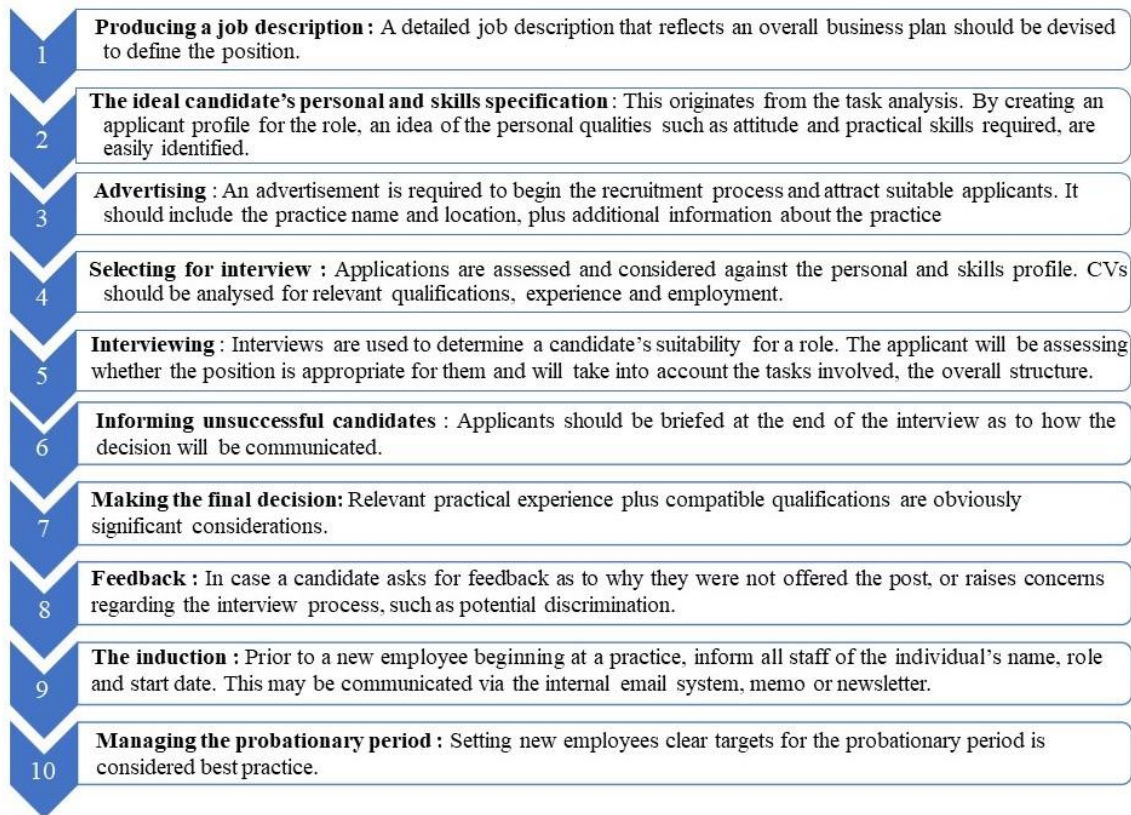
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the inside, it could foster the gamble of having an old labor force that is without the numerous thoughts that new workers carry with them from their past employment settings. Also, a lot of dependence on internal sources is viewed as propagating the racial, orientation, and age composition of the workforce in the organization. Subsequently, a harmony between advancing current employees and recruiting outside candidates is urgent for arriving at the organizational objectives.

Recruitment is critical to an organization to the extent that it has significant ramifications for organizational effectiveness and performance. The essential effect of recruitment is incredible since choices have since quite long-run outcomes. Organizations and job searchers are brought together for potential matches through their recruitment and quest for new employment exercises. HRM professionals may post assistance needed signs, run newspaper advertisements, or look for references from private employment organizations. Job searchers may speak with companions and family members, request the guide of the state business organization, or basically walk in and apply. These recruitment and search activities assist the two players with gaining information about one another, and the more information they acquire before entering an employment agreement, the higher the probability of a decent business match (DeVaro, 2005: 263). Moreover, the recruitment process is the means to attracting and choosing another worker for the empty situation in an organization and a compelling system of enrollment process enlistment is the main portion for drawing in and holding experienced and talented labor force. In total, it is a course of distinguishing the positions opportunity, investigating the work necessities, evaluating applications, screening, shortlisting, and choosing the best up-and-comer and it is often done by leaders, Human Resources (HR) Manager and recruiters. Besides, organizations will confront high staff turnover, absenteeism, job updates, high training costs, organizational shocks, and low efficiency if an effective recruitment process isn't conducted (Abbasi et al., 2020:3). It's so obvious that the better recruitment and selection strategies result in improved organizational outcomes and it is the finding of potential candidates for actual or anticipated organizational vacant positions. It also requires a series of collecting and reviewing resumes, conducting job interviews, and finally selecting and onboarding a candidate to start working for the organization (Kumari, 2012:34). In addition, Ingham (2015) mentioned that to minimize the time and cost on recruitment, the recruitment process should be prompt and efficient, allowing only relevant candidates to be interviewed and selected. Thus, the creation of an effective recruitment process and the ten main steps required to find and hire top talent are as follows;

**Figure 2: The Ten Major Steps of Recruitment Process**



**Source:** Ingham, S. L. (2015). Applying the Ten Steps of Recruitment. *Veterinary Nursing Journal*, 30(9), p. 256.

In sum, finding and retaining talented employees is an essential goal of any organization, because successful recruitment process will cut down hidden huge costs for organizations, for example, on employee turnover and cost of replacing an employee by having an effective recruitment process, by avoiding halo effect. Therefore, having an effective recruitment process largely depends on effective decision-making process. Koivunen et al. (2019) highlighted in their study that employee recruitment depends on an attentive decision-making process including bringing a vacant position opportunity to the consideration of likely candidates with a pre-created job description expected set of responsibilities, impacting whether the candidates apply, influencing whether they keep up with interest during the cycle and affecting whether the bid for the position is acknowledged. In addition, it has also been mentioned that, very much like in some other dynamic circumstance, a viable recruiting choice depends on a skilled pool of candidates, it should be recalled that matching is principally connected with the limits of human cognizance and limited sanity, including restricted capacity to get a handle on the intricacy and to support judicious thinking. Additionally, biases, prejudices and cognitive shortcuts in decision-making are related to the tendency to look for data that affirms existing convictions and rely on quickly and effectively accessible data about the candidates. It has also been emphasized that right decision-making process might be undermined by dualistic individual perception, just like under the influence of halo-effect





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when confronting choices, human cognition principally launches automated and intuitive choice rather than logical thinking.

### **3. Implementing Effective Techniques in Hiring While Avoiding Halo Effect in Employee Selection**

First, the methods of choosing a new hire the ideal one for the position in question is the key for the employee selection. Besides, employee selection can range from a very basic process to a very complicated process depending on the organization hiring and the vacant job and it's clear that the phases in the employee selection process rely upon the organizational enlisting financial plan, the rank of the position, accessible assets, and organizational necessities and goals. However, rather than relying on one's intuition or one method as the sole criterion for selecting or rejecting candidates, selection methods and techniques must be associated to make the most informed and rational decision possible. Because, by selecting and hiring the right candidates, organizations further develop their capacities to acknowledge vital goals and oversee future difficulties and will also boost organizational morale, add to organizational culture, and keep turnover rates rather low. Hence, the major goal should be to develop the recruitment techniques and testing tools related to improved selection and make it more efficient through hiring process. To sum up, as Schmidt and Ho (2021) maintained in their study that recruiting individuals in view of intelligence depending on effective selection techniques lead to reach pre-defined organizational goals and individual improvements in job performance. These performance improvements have also an incredible economic contribution to organizations, giving associations that recruit individuals in light of insight an advantage over different organizations. This rule is unbelievably wide and generalizable as it has been observationally approved across various positions, jobs, and industries. So, best employee selection methods and realistic job previews for choosing top talent by avoiding halo effect are the most important principles for recruiters and HRM professionals. These principles involve selection techniques depending on reliability, validity, cost-efficiency and predicting the performance of the candidates' using applicant, cognitive, perceptual, psychomotor, physical abilities and by checking references and letters of recommendation on résumés seriously.

#### **3. 1. Reliability and Validity in Selection**

The terms reliability and validity are mainly associated with credibility, trustworthiness, authenticity, stability, faithfulness and the degree to which a score from a choice measure is steady and liberated from error or blunder. If a score from an action isn't steady or blunder free, it isn't valuable. Increasing the reliability and the validity in recruitment are the key factors in employee selection process as they predict the future success in the job and if the predictive reliability and validity are increased, then it can be easier to minimize recruitment faults and shortcomings that are costly for the organization and distressing for the new employees. And, it can only be increased simply by avoiding discrimination charges (etc. discriminating candidates in terms of sex, race and color, national origin, disability, and religion or older ages) and by improving selection reliability. Therefore, as Putka (2017) emphasized, reliability and validity in employee selection are the key concepts that provide a scientific framework on which is meant to be constructed and evaluated predictor and



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criterion measures of interest in employee selection. Besides, it has been mentioned that reliability and validity in employee selection enable employers to have a common technical instrument for discussing and evaluating the generalizability of scores resulting from the measures and the accuracy inferences that are wanted to make based on those scores, for example, higher scores on predictor measures that are related with high levels of job performance. Moreover, Taherdoost (2016) underlined that reliability is also related with repeatability which a scale or test is accepted reliable if repeated measurement made by it under similar conditions will give the same results and testing for reliability is crucial since it outlines the consistency through all sides of a measuring tests or instruments. Hence, it has been maintained that if scale has higher internal consistency reliability then items of a scale constitute a meaningful whole and will measure the same construct and the most well-known internal consistency measure is the Cronbach Alpha coefficient and it is regarded as the most accurate measure of reliability when using Likert scales in tests or surveys. Additionally, it has been mentioned that validity depends on the notion “measure what is intended to be measured” and the validity of an employee selection procedure means that there is empirical evidence or data that correct inferences can be made from the score for a specific employee selection process.

In short, Kausel et al. (2016) highlighted, relying on evidence-based management and employee selection will help organizations reach their goals efficiently whereas relying highly on intuition and overconfidence are important biases associated with the ability to recognize the limits of one’s knowledge through hiring process. Therefore, increasing the reliability and the validity levels of the employee selection will certainly help to predict the prospective job performances of the candidates presented with information about themselves can only be carried out by conducting standardized tests and attentive checks of their resumes and their references.

### **3. 2. Establishing Employee Selection Devices**

The research-based knowledge on the proper procedures for assessing candidates is very important in increasing the legitimacy and cost-benefit of the hiring process. Thus, establishing convenient employee selection devices, activities and methods carried out when assessing the individual differences will contribute to maximizing the predictive validity and thus maximize the accurateness of the assessing and predicting the candidates’ job performance. In short, employee selection is dependent upon having an accurate measurement of individual differences among candidates and some of the major instruments for evaluating personality, intelligence and the prediction of job performance of the candidates are as follows:

#### **3. 2. 1. Taylor-Russell Tables**

The Taylor–Russell tables, which are commonly used by industrial psychologists to combine the validity of a selection instrument with the selection ratio (the proportion of applicants hired) to predict the percentage of hired employees who will be successful on the job, were especially developed to help employers apply this logic to various kinds of selection decisions (Dipboye, 2018: 655). Russel-Taylor Tables have been first developed by Roberta S. Russell,

Bernard W. Taylor in their book in 2000, titled "Operations Management". The proficiency of selection systems in the hiring process relies upon three main phases has been asserted by Taylor and Russell. The first one is the correlation between occupation execution indicator and did work execution ( $r$ , validity coefficient), and the second one is the pace of candidates to be picked to the candidates that applied (SR, selection rate), and the third one is the pace of candidates that would be successful even without choice framework (BR, base rate). Taylor and Russell named the worth of the choice framework as "Success Rate." Success rate is the pace of the quantity of "effective" candidates who are recruited to the quantity of every single employed specialist. Taylor and Russell contemplated the impacts of the identified parameters on the "Success Rate" of the determination framework thoroughly (Bayraktar and Ozbek, 2011: 1).

### **3.2.2. Lawshe Tables**

Lawshe tables are related to content validity, and it was developed by C. H. Lawshe in 1975. In Lawshe tables, the base rate, test validity, and applicant percentile on a test are used to determine the probability of future success for that candidate for the vacant job. Lawshe's method has been generally used to lay out and evaluate content legitimacy in assorted fields including medical services, instruction, hierarchical turn of events, work force brain science, and statistical surveying. It includes a board of topic "specialists" rating things into one of three classifications: "fundamental," "valuable, yet not fundamental," or "excessive." Things considered "fundamental" by a basic number of board individuals are then included inside the last instrument, with things neglecting to accomplish this basic level disposed of. This method is mainly dependent on "established psychophysical principles," a level of 50% agreement gives some assurance of content validity (Ayre and Scally, 2014:79).

### **3.2.3. Brogden-Cronbach-Gleser**

The BCG model gauges the dollar effect of HRM options, and the utility of a selection system is the portion of the total dollar/euro value added by those selected that is depending on that selection process. The more "criterion problems" have deteriorated the bigger domain of employee selection, inconveniences in distinguishing, operationalizing, and fusing parts of the economic criterion develop space have disturbed endeavors at assessing choice utility. Therefore, first, H.E. Brogden (1946, 1949) developed a basic formula for deriving the economic return realized from a selection system (Russel et al., 1993: 782-784). Brogden-Cronbach-Gleser Model mainly identifies utility as the estimated improvement in financial value due to increased performance from candidates selected with a device versus the performance of individuals selected at random. Moreover, Lee J. Cronbach and Goldine C. Gleser (1965) maintained that utility relies upon legitimacy as well as on the determination proportion (the extent of candidates chosen), the standard deviation of model scores (which shows both the greatness and down to earth meaning of individual contrasts in result), and the expense of the choice strategy. Since the standard deviation of basis scores is consistent for any one treatment, utility is appropriately viewed as a linear function of validity, and this direct connection holds at all choice ratios (Seijts et al., 2020: 707). In sum, as Cabrera et al.

(2001) emphasized, Cronbach and Gleser extended Brogden's model to involve the expense of testing candidates. The subsequent Brogden Cronbach Gleser (BCG) model, which shows the gradual utility or efficiency gain of an predictor based choice strategy over arbitrary determination when  $N_s$  candidates are employed.

### 3.2.4. Naylor-Shine Model

This model defines the expected mean performance level of the group selected with a selection device having a known validity. The information needed for this model covers the correlation coefficient and a statistic reflecting the proportion selected (either the selection ratio or the standardized predictor score is used as a cut-off). And the table generated from this method gives a way of aligning the selection ratio or critical z-score with the corresponding value for the ordinate of the predictor distribution at the critical point implied by the selection ratio. In applying the table to get another expected value for the mean of job performance among those chosen, one brings the relationship coefficient into the image, which, essentially, makes this a bivariate ordinary distribution problem (McLellan, 1999:39). Additionally, The Naylor-Shine model presumes that there is a linear relationship between predictive validity and utility. Moreover, a low selection ratio raises the utility, and it is accepted that the relationship between the predictor and the criterion is bivariate-normal, linear, and homoscedastic, and that the validity coefficient is free of range restriction. Besides, The Naylor-Shine model is mainly used for two purposes.

- to predict the increase in mean criterion performance based on a certain selection procedure (e.g., the increase in mean GPA).
- to check a cutoff value for the predictor to meet a desired level of mean criterion performance in the selected group (e.g., to reach a desired mean GPA) (Niessen, 2018: 134).

## 4. Conclusion

In this conceptual article, the main issues have been outlined within the concept of refraining from "halo effect" when hiring new employees. Within the perspective provided in this study, it's so obvious that choosing the right employees will make the workforce more productive, increase quality, raise the customer satisfaction, boost the organizational performance and cost the organizations less financial burden. However, if organizations aren't so attentive through the hiring process and if essential, scientific pre-emptive techniques aren't applied for the employee selection process, it might be disastrous for the organizations because a bad hiring will lead to huge hidden costs for the organizations, decreased teamwork and lost productivity in organizations. Therefore, as Steve Jobs mentioned "You need to have a collaborative hiring process", a collaborative research, up-to-date and effective employee selection methods will increase the accuracy of evaluating the vacant positions, attracting talents, screening, conducting interviews, shortlisting, and hiring suitable individuals. In sum, here are some details for the organizations should review through hiring process:



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- The goal in employee selection should be to use evidence-based, objective approaches to identify the candidates who can best make up the workforce in an organization. Besides, leaders or HRM professionals should consider the results of the tests and assessments before making decisions since employee performance prediction requires carefully formed hypothesis about personal specifications that are associated with valued behavior in an organization.
- Rather than depending on one strategy as the sole criterion for choosing or dismissing candidates, selection techniques ought to be joined to settle on the informed decision possible. The scientific selection of individuals for the job depends on tests and normalizes strategies that are moderately simple and modest to carry out. Other than the time it saves a staff, a scientific selection process additionally produces returns as maintenance and the presence of more skilled candidates who are fit for performing at an undeniable level.
- A logical employee selection cycle additionally permits leaders/HRM professionals to settle on employing choices without agonizing over private predispositions. Test results and the responds to standard inquiries questions will assist with contrasting applicants of various ages, sexual orientations, experience levels and social foundations on a level battleground. HRM staff can likewise zero in on assessing abilities and capabilities rather than fretting about defeating individual predispositions to settle on the best choices. This assists organizations with consenting to against segregation regulations and furthermore works on the possibilities of an assorted work environment with a higher level of employee skill.
- Additionally, as Woods et al. (2020) emphasized, since modern technology has dramatically changed the recruitment and selection process in business world, today, the methodologies and strategies that have been applied in traditional nondigital choice methodology ought to be adjusted to fulfill the needs of the digital type of evaluation techniques and the information that they produce. It is also maintained that researchers, leaders, HRM professionals and practitioners should act within the context of a wide-ranging collaborative commitment to develop a more precise and comprehensive evidence base selection for the hiring process by investing in recruiting newer methods such as the asynchronous/digital interview and gamification/games-based assessment or using social media which will help the selection process be more effective.

In conclusion, sometimes all of these recruitment tactics or checking out resumes carefully and focusing on getting relevant data about the candidates, for example about their qualifications, knowledge, experience, social skills, as well as their ability to learn and develop will not just help organizations to hire the best candidate, but the best candidate should also know what characteristics make up organizational values and familiar with the organizational culture and should think of staying in the organization in long-term period. Besides, candidates should be careful about what's involved in the vacant job and what the organization thinks and plans about it, and they should be aware of the vacant job they are applying will be an opportunity to advance their career and be an asset to the organization as well. To sum up, as Jim Collins, who is an author and a former Stanford Business School professor emphasized,

mentioned in his article, (Collins, 1999:7), "People are not your most important asset. The right people are".

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