REVIEW ARTICLE

BLIND SELECTION AND EMPLOYEE DIVERSITY: REVIEW

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ARTICLE DETAILS

ABSTRACT

The recruiting process is more effective by a realistic mindset matching the organization's goals and the applicants' demands. The purpose of this study was to investigate the effective practices of blind selection from the organizational perspective and to find the impact of blind selection in achieving organizational diversity. Study used a systematic review and explored the document using thematic analysis to aggregate the most common causes and consequences of proposing blind selection. According to the findings of the research, most individuals have favorable sentiments toward blind selection in organizational performance. However, a company's nature significantly impacts how this concept is adopted within the organization. Most of the literature emphasized that blind recruiting is characterized by varied approaches and perspectives on the problem, resulting in increased organizational effectiveness due to diversity.

KEYWORDS

Blind Selection, Employee Selection

1. INTRODUCTION

" The concept of Blind selection inmates in the 1970s was an attempt made by the Toronto Symphony Orchestra to diversify their almost entirely white male demographic (Grussenmeyer et al., 2017; Foley and Williamson, 2018; Muñoz, 2019a, 2019b). Since then, among the numerous diversity-focused recruiting approaches, blind selection provides top talent to get qualified for job placement based on their qualification and experiences. This practice avoids conscious and unconscious recruiter bias in a selection based on demographics, sexual orientation, and disabilities. This study explores the concept of blind selection, how it operates in practice, and its potential benefits and drawbacks.

Blind hiring or blind selection is a proper solution for minimizing bias in selection and selection. Thus, it enables companies to guarantee they are selecting the best candidates for available vacant because of removing characteristics that may lead to bias (Foley and Williamson, 2018). Consequently, blinding hiring will spread diversity in the organisations and help organisations select suitable candidates for their open positions. Blind hiring can enhance workplace diversity. Workplace diversity can improve organisational performance by utilizing the skills and suggestions of diverse employees (Grussenmeyer et al., 2017; Muñoz, 2019a, 2019b). When presenting a solution for an opportunity identified in the external environment, the organisation will be able to perform well with various employees. Blind hiring is one of the better techniques to remove unconscious bias from the organisational hiring process (Grussenmeyer et al., 2017), but it should be appropriately implemented.

Generate four benefits to the organisation through blind hiring, such as diversity, candidate experience, time, and expense. Blind hiring eliminates biases in selection by improving workplace diversity. Management tries to eliminate conscious and unconscious bias. Blind hiring relates to race, ethnicity, gender, and age (Foley and Williamson, 2018; Muñoz, 2019a, 2019b).

In addition to the increment in organisational performance, several other benefits can be seen in blind hiring. It creates more choices for both employer and employee, and the blind hiring method greatly emphasizes an employee's skills, and there are no discriminations (Derous and Decoster, 2017). Hence, this allows suitable candidates to be selected and join organisations without any informal bias. Further, its diverse workforce communicates inclusivity both inside and outside the company. It creates a competitive advantage in a diverse world, while blind hiring is viewed as a more scientific method because it uses the same assessments for every candidate. Moreover, blind hiring eliminates unconscious bias.

However, some drawbacks of the blind hiring system can negatively impact organisational performance, and the cost of an organisation for blind hiring becomes worthless. Because the organisation's team operates with biases, blind hiring will be ineffective. Blind hiring is just a method of removing unconscious bias from the hiring process and not the magical solution to removing all diversity and inclusion issues.

Thus, it is not a practical method. Although blind hiring is recognized as an effective solution to hiring the right persons and improving diversity in the organisation, there is a sentiment that blind hiring might reduce the selection staff's morale. (Grussenmeyer et al., 2017; Foley and Williamson, 2018; Muñoz, 2019a, 2019b). Because most probably, they may think that the method of blind hiring was chosen due to the lower trust in the selection staff (Rinne and I.Z.A.; Germany, 2018). Based on the facts presented above, there is a non-consistency of sources related to blind selection and its pros/cons. Thus, the researcher will study the concept of blind selection and its pros/cons in this research. This study mainly explores the new theoretical model through an in-depth analysis using a desk approach.

2. LITERATURE REVIEW

Recruiting involves finding, assessing, shortlisting, and hiring competent applicants to fill organizational openings (Garcia-Izquierdo and Díaz Vilela, 2015). HR management requires it. Recruiting means choosing the best candidate at the right moment. An organization's resource needs are

met via selection (Kapur, 2020). Technology has changed recruiting from conventional to digital. Each method has drawbacks (Brändle et al., 2020).

Realistic expectations that meet the company's objectives and candidates' needs improve the selection process (Kapur, 2020). Common wisdom encourages as many applicants as possible. So, many individuals apply for the post, making the final selection process difficult and maybe leading to the wrong choice. Mistakes may lead to high turnover and dissatisfied workers. Practical strategies keep employees longer and improve performance (Garcia-Izquierdo and Díaz Vilela, 2015; Brändle et al., 2020).

Newspaper, internal, and temporary hiring are traditional methods. Newspapers and other print media usually relay applications (Gupta and Kumar, 2014). Another responsibility is application shortlisting. The company and job seeker pay a predetermined commission. Sequential processing is cheaper (Kapur, 2018; Mohammad, 2020; Abbas, Sayed and Haji-Othman, 2021).

Mistakes from one step will carry over. Print media or recruiting agencies may post jobs for a week. It decreases candidates (Kapur, 2018). Reach is restricted by geographical limitations (state or national) or our network, which limits the number of applicants available for organization needs. Only use non-job criteria to evaluate candidates (Gupta and Kumar, 2014; Mohammad, 2020; Abbas, Sayed and Haji-Othman, 2021). So, understanding them is challenging. . Traditional methods cannot reach the masses. Older techniques don't need complicated software, yet they all employ offline tactics (Gupta and Kumar, 2014; Kapur, 2018; Mohammad, 2020; Abbas, Sayed and Haji-Othman, 2021).

Talent acquisition begins recruiting. Officially, the interview is the first stage (Sivabalan, Yazdanifard and Ismail, 2014). Nonetheless, the selection procedure yields the greatest options for recruiting. Creating a recruiting strategy, talent finding, screening and shortlisting, interviewing, appraisal, and offer of employment comprise the contemporary selection process (Prince and Snyder, 2017; Folger, Stumpf-Wollersheim and Welpe, 2018; Jayachandran, 2020; Muduli and Trivedi, 2020).

- Creating a selection plan: According to the labor needs, organisations create a selection plan to recruit a new talented crowd. Firms evaluate labor demand, supply, and vacancies. Lastly, they establish a recruiting strategy to find the best employees (Sivabalan, Yazdanifard and Ismail, 2014; Prince and Snyder, 2017; Folger, Stumpf-Wollersheim and Welpe, 2018; Jayachandran, 2020; Muduli and Trivedi, 2020).

- Talent searching: This is the crucial phase. Because it selects the best talents and attracts them into the organisation (Lohse, Arnold and Wamboldt, 2012; Ikram et al., 2017; Rathee and Bhuntel, 2017; Lievens and Chapman, 2019).

- Screening and shortlisting: The organization screens and shortlists the best applicants based on the selection criteria (Lohse, Arnold and Wamboldt, 2012; Ikram et al., 2017; Rathee and Bhuntel, 2017; Lievens and Chapman, 2019).

- Interviewing: Interviewees choose the best candidates based on company openings (Lohse, Arnold and Wamboldt, 2012; Ikram et al., 2017; Rathee and Bhuntel, 2017; Lievens and Chapman, 2019).

- Evaluation and offer of employment: After the interviewing process, organisations evaluate the selection process and offer jobs to suitable candidates (Lohse, Arnold and Wamboldt, 2012; Ikram et al., 2017; Rathee and Bhuntel, 2017; Lievens and Chapman, 2019).

Modern social recruiting focuses on hiring new employees (Lohse, Arnold and Wamboldt, 2012). Social media includes Facebook, Twitter, LinkedIn, YouTube, and flicker. Organizations should utilize well-managed social recruiting tactics (Derous and Decoster, 2017; Rathee and Bhuntel, 2017; Lievens and Chapman, 2019; Moseson, Kumar and Juusola, 2020).

LinkedIn profiles may be reviewed instead of resumes. LinkedIn provides a detailed picture of a person's credentials and talents. It's also important to hear the person's opinions from others. LinkedIn also lets users utilize recommendations to validate their abilities and certifications (Lohse et al., 2012; Derous and Decoster, 2017; Rathee and Bhuntel, 2017; Lievens and Chapman, 2019; Moseson et al., 2020).

An organization may easily locate people by advertising jobs on LinkedIn. LinkedIn then matches job applicants to company criteria. An AI-based automated job-finding tool benefits both individuals and businesses (Ikram et al., 2017; Prince and Snyder, 2017; Folger, Stumpf et al., , 2018; Jayachandran, 2020; Muduli and Trivedi, 2020).

LinkedIn also allows people to develop professional networks. ц (Ikram et al., 2017; Prince and Snyder, 2017; Folger et al., 2018; Jayachandran, 2020; Muduli and Trivedi, 2020).

Every recruiting process should choose the finest candidates and increase corporate performance. Existing recruiting approaches cannot completely do this (Derous and Decoster, 2017; Muñoz, 2019b, 2019a; Moseson, Kumar and Juusola, 2020). The main issue with the current selection method is that the interviewers and decision-makers may not choose the best candidate due to their own weaknesses (Lohse, Arnold and Wamboldt, 2012; Garcia-Izquierdo and Díaz Vilela, 2015; Grussenmeyer et al., 2017; Prince and Snyder, 2017; Moseson, Kumar and Juusola, 2020; Muduli and Trivedi, 2020; Abbas, Sayed and Haji-Othman, 2021). Then, people appreciate living with others like them. Then, if the interviewer is X, there is a higher chance of selecting candidates from top race X for the position (Lohse, Arnold and Wamboldt, 2012; Garcia-Izquierdo and Díaz Vilela, 2015; Grussenmeyer et al., 2017; Prince and Snyder, 2017; Moseson, Kumar and Juusola, 2020; Muduli and Trivedi, 2020; Abbas, Sayed and Haji-Othman, 2021). Due to the interviewers' inadequacies, the best candidate may not be chosen. Hence, avoid considering a person's age, gender, ethnicity, religion, looks, skin color, etc (Ikram et al., 2017; Kapur, 2018; Mohammad, 2020; Muduli and Trivedi, 2020). Hence, the company's senior management must order the selectors to ignore character. Hence, blind hiring became global (Ikram et al., 2017; Kapur, 2018; Mohammad, 2020; Muduli and Trivedi, 2020).

Blind hiring is "the practice of deleting personal information from applicant applications throughout the evaluation" (Grussenmeyer et al., 2017; Foley and Williamson, 2018; Muñoz, 2019b, 2019a). It eliminates bias to help organizations choose the best people. Blind hiring is a good way to eliminate unconscious bias in the recruiting process, but it must be done properly (Vivek, 2022). Blind hiring improves diversity, applicant experience, time, and cost (Grussenmeyer et al., 2017; Foley and Williamson, 2018; Muñoz, 2019b: 2019a). Blind hiring improves workplace diversity and removes recruiting biases. Management eliminates prejudice. Racial, ethnic, gender, and age blind hiring (Vivek, 2022).

Blind recruiting removes any identifying information from resumes and applications. It lets recruiters assess applicants based on abilities and experience, not prejudice. Blind recruiting is mostly employed during screening, when names, residences, schools attended, resumes, and pre-employment exams are eliminated and applicants' talents and traits are assessed via many interviews and matched with pre-set criteria (Jonggu Lee, 2018).

Blind hiring has limitations. Even without names on resumes and exams, many identification indicators may pass. Interests, volunteer work, and club membership may help selection managers understand applicants' backgrounds. Rejected candidates may face implicit limits throughout the recruiting process. Blind re-screening will not cover such gaps (Grussenmeyer et al., 2017; Foley and Williamson, 2018; Muñoz, 2019a, 2019b).

Blind recruiting is difficult to implement during interviews. An anonymized transcribed answer is one technique to conduct a blind interview, but it typically misses important abilities and traits that may be needed for a post.

Blind recruiting blacks out key identifying information that might lead to biased selection performance:

- Ethnic background - Many job applicants don't disclose their ethnicity, but their LinkedIn profile, name, or country of employment or study might indicate it (Anderson, 2022). Race affects recruiting, but views differ. (Hamza et al., 2021).

- Gender - Several studies show that gender discrimination and inequality are widespread in the workplace. Some people work with their gender or take gender-specific responsibilities (Anderson, 2022).

- Names - Research shows that employing people with basic, pronounceable names is easier (Gupta and Kumar, 2014). ц (Anderson, 2022).

- Education—A candidate's academic background may raise questions about their intelligence or work ethic (Anderson, 2022). Google, Hoover, Grussenmeyer et al., Prince and Snyder, and Abbas, Sayed, and Haji-Othman 2021).

- Age – Years of experience will indicate the candidate's age. You don't

need to know how long they worked for a firm (e.g., 2000–2004) or when they graduated from college (Anderson, 2022).

- Personal interests – Numerous applicants include their hobbies and interests on their resumes, but this information can often hinder selection efforts. Recruiters may assume (e.g., "This individual likes reading, thus they must be clever") or interact with a candidate with common interests. (Garcia-Izquierdo and Díaz Vilela, 2015;

3. RESEARCH METHODOLOGY

research paradigm is linked to assumptions of behaviourism and makes assumptions about truths and what it means to know (Wills, 2012). According to three philosophical foundations are interpretivism, positivism and pragmatism. The positivism study relies on a quantitative approach based on positivist Philosophy (Bougie and Sekaran, 2019). Under the positivism paradigm, it is assumed that reality stands out there, and the researcher's role is limited to collecting and interpreting data. Positivism relies on quantifiable data, which leads to statistical analysis. Pragmatism philosophy combines quantitative and qualitative methods used in mixed method study design. Mainly as the study will conduct under documentation by using secondary sources, it is under interpretivism philosophy and it provides people's views towards blind selection as per the availability of secondary sources (Saunders et al., 2003). The present study aims to answer the research objectives that cover the roles and activities of Blind selection review by combining existing documents through an in-depth review. Therefore, the present study adopts a secondary research approach using the inductive approach by selecting existing sources.

The current study adopts secondary sources documents, and the researcher will collect data from past research articles relevant to the topic—desk research conducted for secondary data collection. This study using Desk research is a type of investigation based on information found in reports and similar documents available online, in public libraries, or from surveys that have already been conducted, among other sources.

Purposeful sampling is a technique that qualitative researchers use to recruit participants who can provide in-depth and detailed information about the phenomenon under investigation or use selective documents to highlight any phenomena (Etikan et al., 2016). Purposive sampling techniques involve selecting individual units or cases "based on a specific purpose rather than presenting typologies of the techniques. Therefore, the researcher adopts purposive sampling to collect data through documentation.

The researcher initially intends to do a thematic analysis for data analysis to find code and themes. Thematic analysis is a type of qualitative analysis. It is used to analyze classifications and present themes (patterns) that relate to the data. It illustrates and interprets the data with diverse subjects (Boyatzis 1998). Thematic analysis is considered the most appropriate for any study that seeks to discover using interpretations. The researcher initially intends to do a thematic analysis for data analysis to find code and themes. Thematic analysis is a type of qualitative analysis. It analyses classifications and presents themes (patterns) that relate to the data. It illustrates and interprets the data with diverse subjects (Boyatzis, 1998). Thematic analysis is considered the most appropriate for any study that seeks to discover using interpretations.

4. DATA ANALYSIS AND DISCUSSION

Themes

- Higher chance of finding a perfect employee.

A study by Vivek revealed that companies could select people compatible with their established work culture. This can be especially beneficial for businesses looking for talented individuals consistent with their established work culture. Let's imagine you manage an advertising agency that requires all its employees to be highly creative to succeed. Consequently, it is only natural that you will be interested in recruiting individuals capable of thinking in unconventional ways. You can find those creative brains through blind hiring, which eliminates the need for the typical hiring criteria, which places a premium on academic qualification and professional experience. (2018).

An article published by Meena emphasizes that Blind selection would result in discovering talent and making fine selections since only limited information linked to scores would be available, rather than any other information from the candidate's past, which may produce unconscious bias during the selection process. Some individuals may not have an exceptional pedigree to showcase on their resumes; blind hiring through conducting challenges may provide an opportunity to identify such people (2016).

As a whole, we can say the best way to find talented and creative personnel is blind hiring as it eliminates the bias on other academic and professional qualifications with his previous career record. Therefore, there is a higher probability of finding the correct match through blind hiring.

- Increase the organizational diversity and the benefits.

It ensures that the workplace is diverse in the following ways: You may be able to build a diverse workplace where people from a variety of backgrounds may work together by using the practice of blind hiring. A setting like this encourages creative thinking and gives your organization a splash of colour. Consequently, it is possible to achieve a non-linear approach to work in which a broad group of employees contribute their ideas to the expansion and development of the company. (Vivek, 2018).

According to Kiran Kumar, Gender diversity is the most significant benefit of Blind hiring. Blind hiring might allow an employer to examine typically overlooked individuals, such as those from community colleges or women attempting to break into male-dominated industries (2018).

As per the above argument, it is proven that blind hiring increases organizational diversity, which in turn creates more benefits for an organization. Following are a few examples of the benefits of corporate success achieved through diversity (Miles, 2022).

a. Diverse workplaces generate greater profits. Pepperdine University's 19-year study indicated that firms with women in leadership positions were 18 to 69% more lucrative. According to a survey by McKinsey, businesses in the top quartile for gender diversity on executive teams were 25% more likely to achieve above-average profitability than businesses in the worst quartile.

b. Workplaces with greater diversity are more productive than those with less diversity. The same McKinsey report from 2020 revealed comparable results regarding business performance. The most successful organisations also have greater diversity.

c. Diverse workplaces have improved employee retention and engagement. According to a Deloitte survey, inclusive culture and workforce are essential for keeping top talent. Eighty per cent of respondents indicated that inclusiveness is vital when selecting a workplace.

- Improved organizational expertise or skills.

As Kiran Kumar stated, when a business uses blind hiring, they focus on the candidate's skills rather than the candidate's brand, which could include the candidate's gender, prior employers, age, or country. Blind hiring can also be referred to as competency-based hiring. (2018).

The true advantage of blind recruiting is evaluating candidates based on specific performance characteristics, such as their work-related skills and talents. In addition, blind hiring increases workplace diversity because recruiters will no longer assess candidates with similar characteristics.

Some recruiters believe that blind selection is a more scientific method because it provides standardized assessment techniques for all applicants. This results in selecting individuals who meet the requirements of the position.

In addition, the habit of questioning candidates, "whom do you know?" is eliminated with blind hiring. This advantage provides access to individuals more equipped with the necessary competencies for the position (The Benefits and Dangers of Blind Hiring, 2021).

Blind hiring relies on skills rather than candidates' other details, which in turn makes the ground for an organisation to select the best match for the existing vacancy. In that way, organisational expertise or skill increases.

- Extended and costly screening process

According to Kiran Kumar, although it is costly and time-consuming for H.R. or hiring managers to manage, blind hiring implementation can be a substantial investment for a company (2018).

There may be additional expenses incurred as a result of implementing anonymous job applications as an alternative to the standard that is now in place. The more detailed the information that applicants provide, the potential for the fees to increase. It is of the utmost importance,

particularly from the employer's point of view, to discover a successful and efficient method for de-identifying application materials. Implementing anonymous applications in a less-than-optimal manner can be labor-intensive, time-consuming, and costly. It also increases the likelihood of making mistakes (Rinne, 2018).

It is counterintuitive that a hiring solution designed to enhance efficiency requires a team member to remove identifying information from each application (Anderson, 2021). This will cause the screening phase to take longer; the screening process becomes drawn out, more time-consuming, and more expensive.

- Organizational cultural mismatch

Blind hiring disregards the requirement of specific companies to identify "culturally compatible" candidates. The only credible information blind hiring provides is the candidate's employment history. This provides hints about the candidate's previous work environment, but it may not be sufficient to evaluate if the individual will fit into the organisation's culture.

The most often utilised practice referrals can become extinct with the widespread use of blind hiring. Numerous managers or executives casually publicize the availability of openings to their networking networks, even though recommendations generate a bias favoring less qualified candidates (The Benefits and Dangers of Blind Hiring, 2021).

Anonymizing candidate information could hinder you from employing someone compatible with your company's culture. One may argue, however, that this is not a terrible thing, as cultural fit can be used to justify employing someone who looks and sounds like your current staff (Anderson, 2021).

When someone outside of the 'norm' applies, whether due to their gender, race, age, or even personality, it is doubtful that they would 'fit in' with your culture... However, this does not exclude someone from becoming a valuable team member. Although cultural fit should be avoided entirely, you have every right to seek individuals who exemplify your vision and values, which can be objectively measured.

It is evident that discussed themes directly affect the research question. The concept of blind hiring has pros and cons, and the discussed themes have proved enough.

Blind recruiting refers to employing individuals without prior knowledge of their identities, including their names, ages, genders, educational backgrounds, racial backgrounds, or job experiences. In addition, this action unquestionably represents the correct path toward developing an inclusive working environment. Although it has restrictions, the practice is still in the learning phase. Blind hiring is becoming increasingly popular among businesses, making more opportunities available to a wider variety of people and, ultimately, a strong and varied workforce comprised of individuals chosen entirely based on their skills.

5. CONCLUSION AND RECOMMENDATIONS

According to the research, most individuals have favorable sentiments toward blind selection in organisational performance. However, a company's nature significantly impacts how this concept is adopted within the organisation. Most of the literature emphasized that blind recruiting is characterized by varied approaches and perspectives on the problem, resulting in increased organisational effectiveness due to diversity.

The ultimate objective of the blind recruiting and selection procedure is to gather a group of visionaries with superior skills and the capacity to enhance the organisation's performance. In addition to improving organisational effectiveness, blind recruiting has various other advantages. It expands the options available to both employers and employees. Lastly, the preceding discussion demonstrates that future firms seeking global reputation, excellent performance, and outcomes will profit from blind recruiting. However, to successfully implement blind hiring, the recruiters must be well-prepared to know what they are looking for at each level of the selection process.

The study and discussion recommend the following research issue solutions.

Ensure job descriptions and questions are free from bias.

Blind hiring promotes workplace inclusivity. Before utilizing blind recruiting, organizations must conduct an internal assessment, update job descriptions and adverts, and make them gender neutral. Following that,

recruiters will ask questions to assess a candidate's fit with a company's values. Finally, remove candidate-identifying information.

Use of evaluation tools that are supported by evidence.

Top performance analysis and other evidence-based evaluation methods assist operate a blind process that reduces the risk of bad hires. This blind technique reduces the risk of poor hires. Because they utilize talent data to compare roles.

Set together a diverse interview panel.

Diverse recruiting panels from the start of the hiring process provide prospective hires an authentic depiction of an inclusive and varied firm. Next, use data-driven personnel management technologies to recruit fairly, effectively, and correctly without unconscious prejudice.

Implement an onboarding process that is performance focused.

Blind selection requires strong onboarding programs and training goals. Managers may track new hires' productivity and contributions to the company by creating measurable targets. This reduces post-hire discrimination.

Interview with a behavioral focus.

Record interview questions. Behavioral interviews should replace cognitive questions. Ask relevant questions on the candidate's knowledge, abilities, and talents (K.S.A.s).

Make use of interviews that are structured.

Structured interviews increase hiring quality and company inclusivity. Hence, ask each applicant the identical job-related questions in the same sequence using the same criteria. Your "number of years" factor tends to reduce the pool of diverse and competent individuals since employment experience is not always a solid sign of success.

In the future, one possible research topic could involve the development of hypotheses and models concerning the effect that blind recruiting has on the diversity of organizations. The planned location will benefit the emerging corporate world because there are currently no well-established theories or models.

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