

# Is Blind Recruitment an Effective Recruitment Method?

## Critical Literature Review

Ramakrishnan Vivek  
[arvivek@gmail.com](mailto:arvivek@gmail.com)

Sri Lanka Technological University, Paduke, Sri Lanka

<https://doi.org/10.51137/ijarbm.2022.3.3.4>

**Abstract** – Recruitment is a major activity of human resources management that decides the performance of the organization. One of the major drawbacks is that the selection of the candidate can be dependent on the demographics, appearance, and cultural differences of candidates. According to the literature review analysis, blind recruitment is linked to only a few studies, and a gap has been identified in knowledge areas. Thus, through this study, the researcher has reviewed the concept of blind recruitment. Then, the objectives of the study were to identify new themes in blind recruitment and to explore the blind recruitment concepts and to provide a critical review of blind recruitment. The author adopts the desk research approach by conducting an extensive literature review. The author, using systematic review, conducts the conduct of two or more research sources, each conducted rigorously and complete in itself, into one project. In the current study, desk research has been used, and the researcher has collected data from past research articles relevant to the topic. According to the results of the study, blind recruitment is a proper solution to minimize bias in the recruitment and selection process. Blind recruitment enables companies to guarantee they are selecting the best candidates for available vacant positions because they remove characteristics that may lead to bias. Furthermore, hidden demographic data, skill-based selection, avoidance of social media pre-screening, and anonymization of initial interviews are some of the key initial themes of blind recruitment identified, as well as criticism in the practical context of blind recruitment.

**Keywords** – Blind Recruitment, Bias, Skill-Based Selection, Recruitment Method, Diversity

## 1 Introduction

Blind recruitment is the act of eradicating certain characteristics from a resume that may cause pre-disposition from managers. Individual data, for example, name, age, sex, instruction, and even long periods of experience, are struck from an applicant's resumes, with the emphasis put on employment-related, transferable, and versatile aptitudes (Vivek, 2019). Recruitment of employees is an important activity for organizations, which can increase their performance. If an organization can select the best employees in recruitment, good individual performance can be expected from employees, and when employee performance is high, it can lead to the organization's having increased performance within the industry they operate in (Foley & Williamson, 2018). Organizations' traditional recruitment process has some drawbacks that may prevent them from recruiting the best candidate for the job. One such major drawback is the selection of the candidate depending on their demographics, appearance, and cultural differences, which could be categorized as the recruiter's having a bias, and these biases could be conscious or unconscious biases. Bias towards certain individuals can be identified as an inherent weakness of people and, as a solution to this, "blind recruitment" has been introduced (Beattie & Johnson, 2012).

Blind recruitment enables companies to guarantee they are selecting the best possible candidate depending on their merit (Egeberg, Gornitzka, & Trondal, 2017) for the available vacancy within the organization because the blind recruitment process removes characteristics of traditional recruitment that could lead to biases. Thus, blind recruitment will be able to spread diversity in the organization and help organizations select the right candidates for their open positions (Krause et al., 2012). In this paper, the concept of blind recruitment and its elements have been discussed using literature and other online information sources. Blind recruitment is followed by several organizations as a universal method of implementing a fair recruitment system and of recruiting the most talented employees (Krause et al., 2012).

### **Rationale and Problem Statement**

According to the literature review analysis, blind recruitment has a significant positive impact on organizational performance. Blind recruitment can enhance workplace diversity and, in return, can enhance the organization's performance by utilizing the skills and suggestions of diverse employees (Vivek, 2018). In blind recruitment, the organization focuses on the candidate's skills and merits rather than the candidate's demographic variables. The ultimate result of this recruitment and selection process is to build a workforce with a higher level of skills that can enhance the performance of organizations (Åslund & Skans, 2012; Banerjee & Gupta, 2019). In addition to the increment in organizational performance, several other benefits can be seen in blind recruitment. It creates more choices for both employers and employees, and the blind recruitment method greatly emphasizes an employee's skills, and there is no discrimination. As a result, we can select the best candidates, and candidates can join organizations without any informal bias. Further, its diverse workforce gives the message of inclusivity both inside and outside the company and creates a competitive advantage in a

diverse world, while blind recruitment is viewed as a more scientific method because it uses the same assessment for every candidate. Moreover, blind recruitment eliminates unconscious bias (Derous & Decoster, 2017).

However, some disadvantages of the blind recruitment system can hurt organizational performance, rendering the cost of blind recruitment ineffective. Because the organization's team operates with biases, blind recruitment will be ineffective. Blind recruitment is simply a method for removing unconscious bias from the recruitment process; it is not a magical solution for resolving all diversity and inclusion issues, and it is thus not a realistic method. Although blind recruitment is recognized as an effective solution to the recruitment of the right people and it leads to improved diversity in the organization, there is a sentiment that blind recruitment might reduce the recruitment staff's morale. Because most people may think that the method of blind recruitment was chosen due to the lower trust in the recruitment staff (Banerjee & Gupta, 2019; Foley & Williamson, 2018). According to the facts presented above, there is inconsistency in the existing sources concerning blind recruitment and its benefits and drawbacks. In this study, researchers will investigate the concept of blind recruitment and its benefits and drawbacks. The main objective of this paper is to determine the major elements of blind recruitment and to present criticism of this approach based on a systematic review.

## 2 Literature Review

Blind recruitment is an effective method for reducing bias in the recruiting and selection process. Due to the removal of traits that may contribute to bias, blind recruitment allows firms to ensure they are selecting the best applicants for available unfilled positions. Thus, blind recruitment will be able to increase diversity in business while also assisting companies in selecting the best applicants for available jobs. Blind recruitment may help to increase workplace diversity. Workplace diversity may improve organizational performance by employing various workers' abilities and talents. The company will be able to perform successfully with varied personnel while offering a solution to an opportunity discovered in the external environment. Blind recruitment is one of the most successful methods for eliminating unconscious bias from the corporate recruitment process, but it must be done properly (Caers & Castelyns, 2011). Through blind recruitment, you may generate four advantages for your organization: diversity, applicant experience, time, and money. Blind recruitment reduces recruiting prejudices while increasing workplace diversity. Management makes an effort to eliminate both conscious and unconscious bias. Blind recruitment is concerned with race, ethnicity, gender, and age. Based on this, the researcher proposes the study's purpose, which is to explore the concepts of blind recruitment (Foley & Williamson, 2018; Krause et al., 2012).

## 2.1 Blind Recruitment for Removing Bias Factors.

Blind Recruitment minimizes the biases in the skills acquisition process by eliminating information such as name, gender, religion, or a candidate's socioeconomic background. It also eliminates things such as candidates' academic qualifications or professional experience, which means that candidates are judged based on their merits rather than where they came from (Vivek, 2019). Practically, blind recruitment enables companies to guarantee they are selecting the best candidates for available vacant positions because it removes characteristics that may lead to bias. Thus, blind recruitment will be able to spread diversity in the organization and help organizations select the right candidates for their open positions (Behaghel, Crepon, & Le Barbanchon, 2015; Krause, Rinne & Zimmermann, 2012). To maximize the team's diversity, you need to start the recruitment process right at the start. Create inclusive job descriptions that encourage applications from various applicants. Stop using your job descriptions for gender or other differences. While using "he/she" may seem inclusive, it is better to use more generic terms such as "ideal candidate." Phrases like "guys" or "chairman" job titles may not seem gender-based, which may also give the wrong impression. Hence, avoiding them as much as possible is safe for organizations (Erica, 2019).

Words related to ethnicity and age may also appear in job descriptions inadvertently and may deter candidates from applying. To avoid this, organizations can begin by highlighting the skills required for the job rather than setting limitations for candidates based on years of experience, age, and marital status. Also, organizations need to focus on being gender-neutral in their job postings because specifying gender requirements and the factors mentioned above could be categorized as discrimination under certain juridical areas, mainly in developed countries (Collier & Zhang, 2016). Taking too much risk and eventually turning away exceptional prospects for work and industry as a whole, it is always safer to be overly cautious. Organizations need to make certain that the job ads are as inclusive as possible and should consider using a method/methods like Gender Decoder that will enable organizations to keep their job descriptions free from gendered language and gender bias (Erica, 2019).

In some cases, demographic information is essential for the recruitment process. The name, zip code, headshots, and other information may appear on the resume, which may provide some identity tips that the blind service cannot. Thus, it is important to understand what type of demographic information can go with your recruitment process. It is better to be aware of the bias than to introduce it into the recruitment process (Foley & Williamson, 2018; Krause et al., 2011). Names, zip codes, headshots, and other evidence that appears on resumes provide sure signs of identification that render blind recruitment impossible. Nonetheless, demographic information is sometimes helpful for the recruitment process if, for instance, you are looking to see the initial results of the diversity recruitment program (Erica, 2019). Note what demographic information can go without the recruitment process and delete it from the applicants' resumes. Look for traditional things in the past. Identify unique information about your application process

that, during the recruitment process, can result in unfair bias. There are even lexical, syntactic, and semantic variations in the summaries of male and female job applicants. While this data is challenging to hide, it is good to be aware of the bias that can emerge from the recruitment procedure (Erica, 2019).

Academic information cannot be predicted as the individual's success in a job. Some candidates may have the highest academic credits from the best universities, while some may have lower academic credits at less-than-prestigious universities. But all the time, academic credits won't be able to measure the individual's success within the workplace. Because all the world's top billionaires are not even degree holders. Thus, as an organization/recruitment staff, the most important thing is to look at the skills that the candidates have. Therefore, hide academic information from the resume (Åslund & Skans, 2012; Jones & Urban, 2013). Returning to high school might seem like a resume booster but getting a 4.0 at the best college doesn't automatically guarantee job success. Likewise, a poor GPA at a university that is less than prestigious is not an indication that the student is unable to take up a job (Erica, 2019). Instead of looking at academic records, consider the skills that the applicant has. Remove the academic info from the curriculum vitae. You can still hold specific information, like what the candidate has learned, but cover any names or dates they have attended (the graduation year can tell you about the candidate's age).

Removing bias factors in the recruitment process is highly debatable, and this review raised more questions about its practical application in the real world. What kinds of factors need to be hidden? What kind of organization can use this approach? At what stage of organization can use this approach? Is it worthwhile to hide basic information from the CV? Based on the review, this element is applicable based on an organization's requirements only and not to all organizations.

## **2.2 Blind Recruitment for Skill-Based Selection and Diversity Workforce**

Blind recruitment is a widely used method during the screening stage. Here, a firm evaluates applicants' skills and characteristics through a series of assessments, and then the results are compared with the pre-set benchmarks. Although blind recruitment creates some sort of advantage for companies, there are some limitations too. Although names have been removed from resumes and tests, some identity codes can still be implemented. Candidates' hobbies, sports, and volunteering experience may give an idea about the candidates and their surroundings. Also, applying some principles during the screening and interviewing stages is somewhat complicated (Foley & Williamson, 2018). If organizations need to increase the diversity of their staff, they must make efforts at the beginning of the recruitment process. Companies can benefit from inclusive job descriptions that push diverse candidates to apply. Avoid describing your job in terms of gender or other bias. Although it appears to involve the use of "he/she," it is preferable to use more general terms such as "the ideal candidate". Racial and age-

related terms in the job description will also discourage candidates from applying for the jobs. Thus, it is ideal if you can highlight the skills that you need rather than such areas. It is not only that applying gender-neutral words will attract more responses than using masculine or feminine words (Åslund & Skans, 2012).

Pre-employment assessments can be used to collect data about a candidate's softer skills and abilities, as well as about their personality characteristics, collaboration, and integrity. By completing these assessments at the earliest stages of the recruiting process, an organization can gain more accurate information on which to base its decisions. Also, organizations can conduct these assessments anonymously. Test assignments are also a popular method of assessing a candidate's skills. Here, completed assignments can be anonymized, and then they can be used for review by the organization (Jones & Urban, 2013; Krause et al., 2011; Rinne, 2018). You might wonder at this stage what you're going to base recruitment decisions around. All right, the knowledge you need to gather. Pre-employment tests help organizations gather information on the strengths of the candidates, such as on softer skills such as teamwork and competence, their personality characteristics, or even their interests in company culture. During the early phases of the recruitment process, getting the applicants to complete these tests can provide you with more accurate information on which to base your decisions (Erica, 2019). You can take these tests anonymously too. Failing to link each assessment result to the applicant's profile immediately helps to remove any residual prejudices that may persist. Test assignments, which are usually taken home, are another common way of assessing the skills of candidates. Anonymize the tasks that have been completed and check them only afterward (Erica, 2019).

When organizations are ready to incorporate new processes into their talent acquisition strategy, they must first determine how well they work. Thus, tracking the before and after states will help to measure their effectiveness. Looking at the standard demographics of candidates and hires before implementing the blind Recruitment practices as well as after. If organizations frequently hire employees, they require a little time to collect data on whether blind processes have improved organizational diversity or not. However, if the recruitment process is repeated every few months, organizations may have to wait a long time to review the data. According to the gathered data, an organization can decide whether it requires additional steps to remove bias or not (Rinne, 2018). When you take the time in your talent acquisition program to implement new processes, you want to know how well they work. Tracking the conditions "before" and "after" will help you assess your effectiveness. Take a look at candidates' standard profiles and employ them before and after the blind recruitment methods are introduced. Have you found many more diverse candidates and interviewed them? Will this result in more racial recruitment? You'll need to take some time to collect this information. If your agency recruits regularly, it should be fine for only a few months. If you're only recruiting every few months, though, you might have to wait around a year before looking back at the results (Erica, 2019).



### 2.3 Blind Recruitment for Removing Unconscious Bias

Blind recruitment eliminates recruitment biases by increasing workplace diversity. Management tries to eliminate conscious and unconscious bias. Blind recruitment relates to race, ethnicity, gender, and age. Based on that, the researchers say the objective of the study is to investigate the factors affecting blind recruitment (Foley & Williamson, 2018; Krause et al., 2012). You and your colleagues may think that you are open-minded and would never disqualify a candidate for a lack of skills or experience. Furthermore, even the most recognizable individuals can be affected by thoughts and feelings they are not aware of (Dave Anderson, 2019). "Unconscious bias" is a widely accepted theory that a person's life experiences influence his or her mind without his or her awareness. All of the things we witness, see, and feel in our lives, whether we consciously remember them or not, influence how we deal with different circumstances. Malcolm Gladwell, (2006) discusses this theory in his book *Blink*, arguing that our minds move so fast and process so much knowledge that we don't notice every little thing that affects our thinking and decisions (Dave Anderson, 2019). Today, scanning candidates' profiles through social media has become a common thing in the process. However, the information obtained from scanning candidates' social media profiles will create a bias towards the individuals. Thus, organizations should be smart when screening candidates from social media. However, keeping the right balance is important. Some information has proven that social media may create an unconscious bias that will help or harm the candidate's chances. Thus, screening via social media is ideal when the organization has completed the first round of interviews. That will ensure you have screened candidates by knowing each candidate's skills and bias (Banerjee & Gupta, 2019; Rinne, 2018).

During the recruitment process, testing candidates' social media profiles has become commonplace. Unfortunately, if you're looking for their online presence, you're going to get a lot of prejudice-generating information about the person. Furthermore, you don't have to exclude social media monitoring from your recruitment process entirely, but in the meantime, it may be prudent to push it further (Erica, 2019). Nonetheless, finding the right balance is essential. While some of the information found on social media creates an unconscious bias that boosts or harms the chances of a nominee, before extending the bid, you still want to be aware of any possible red flags. After the first round of interviews, it's a good time to start checking social media profiles. It's a good sign that you have looked at each candidate's skills without bias, but it also gives you the chance to keep someone out of the running if their social media presence doesn't fit the business model.

### 2.4 Anonymization of Initial Interviews

Although anonymized interviews are ideal for blind recruitment, conducting an anonymized interview can be very challenging. Even phone interviews might create biases. Although anonymizing the initial interview is completely questionable, organizations can ensure that they have chosen the right candidates, barring bias. An anonymous interview can be conduct-

Is Blind Recruitment an Effective Recruitment Method?

ed in different ways. For instance, organizations can use email or live chat to get responses from their candidates. Recently, automated interviewing robots have become a popular method for anonymous interviews. This method is completely free from bias. Because there is no human intervention in the interview stage (Jones & Urban, 2013; Krause et al., 2011), it can be extremely challenging, as we mentioned briefly, to anonymize an interview. Telephone interviews will give you key features, such as gender or age, that can lead to prejudice (Erica, 2019). You'll need to meet your candidates face-to-face sooner or later (after all, you need to know whom you're recruiting), but anonymizing the initial interview can make sure you've selected the right candidates without bias (Erica, 2019). You may conduct an anonymous interview in several ways. Emailing candidates to fill out a Q & A form, for example, is one way to get answers. You could also have a live chat option to create a better interaction with your nominee. The increasingly popular approach is automated robot interviewing. This Chabot is on the move and reporting back to the original interview. This eliminates human bias from the equation (Erica, 2019).

Based on a systematic review, the researcher developed four blind recruitment thematic elements, which are shown in Table 1.

Table 1: Thematic Model Table

Theme 01	Blind Recruitment to Remove Bias Factors.
Theme 02	Blind recruitment for skill-based selection and diversity workforce
Theme 03	Blind recruitment to remove unconscious bias
Theme 04	Anonymization of initial interviews

### 3 Criticisms of Research Studies in Blind Recruitment

Blind recruitment can succeed, but not all of the diversity and inclusion issues will be solved. While it can ensure that strong candidates continue to do so in the interview process, it is not possible to have a completely blind recruitment process regardless of their background—essentially making sure that unconscious bias makes its way into the interview. This means you'll go above and beyond to eliminate bias from your recruitment process, especially if you want to get to the end of the process faster. Work on integrating other methods as well as using blind recruiting, such as setting up a variety of interview panels and using interview scorecards to assess applicants (Erica, 2019). However, no studies have addressed how this process works in practice in an organization. Studies in the literature highlight only the initial key definitions, with no real-world application mentioned in the review papers. There is no clear statement on where this blind recruitment process begins and where we can apply to gain benefits from this application is still questionable (Meena, 2016).



Techniques such as blind Recruitment can help remove unconscious bias from your recruitment process, but it won't do the job completely. If your team is working with prejudices, even if they are unconscious, you may miss good candidates or fall through the cracks (Erica, 2019). You need to teach the workers about unconscious bias and what kind of damage it can do to the recruitment process and even to the entire business. Provide examples of how bias can occur in many ways, especially if bias is involuntary—exposure to various training courses, both within and among colleagues, on how to recognize these biases (Erica, 2019). Encourage staff to use what is perceived as a substitute. They'd ask themselves if they'd still feel the same way when one person was replaced by another. Will they even respond the same way? Eventually, show the team how they can all eliminate these biases during the recruitment and interview process (Erica, 2019).

### 3.1 Critical and Reliable Information

The first founded criticism is that there is a lack of critical and reliable information sources regarding the sub-topic topics under blind recruitment. Some areas of blind recruitment have been poorly touched by previous researchers. Best practices for blind recruitment have been addressed theoretically by previous researchers. To maximize the team's diversity, you need to start the recruitment process right at the start. (Erica, 2019). Choose demographic evidence to conceal (Erica, 2019). Remove academic information from the curriculum vitae; obscure academic evidence. You can still get specific information and collect relevant data about the candidates' skills (Erica, 2019). Avoid social media pre-screening. During the recruitment process, testing candidates' social media profiles has become commonplace (Erica, 2019). Consider initial anonymizing interviews (Erica, 2019). Track the before and after states (Erica, 2019). Keep educating your team about unconscious bias (Erica, 2019). Only some descriptive and significant evidence regarding the best practices of blind recruitment has been discovered by researchers. That is, there is a lack of literature evidence regarding best practices. In conclusion, there is a lack of research studies on best practices for blind recruitment and future researchers are motivated to focus more on them.

Considering the definition of unconscious bias, it has been moderately addressed, but still, comprehensive information is not available. It has been revealed that you and your colleagues may think that you are open-minded and would never disqualify a candidate for a lack of skills or experience (Dave Anderson, 2019). "Unconscious bias" is a widely accepted theory that a person's life experiences influence his or her mind without his or her awareness (Dave Anderson, 2019). A UK study in 2017 found that only one-third (32%) of HR managers felt confident when recruiting new workers, and they were not affected (Cathryn Newbery, 2018). According to research published in 2003, people with ethnic-sounding names had to submit 50% more CVs than individuals with white-sounding names to get a call back from recruiters. On this topic also, only two critical researchers were found. In conclusion, there is a lack of research studies on defining unconscious bias, and future researchers are motivated to focus more on it.

A moderate amount of research has been discovered, focusing on the benefits of blind recruitment. More options are required for both business and the underlying environment. Many applicants may be deterred from applying for certain job opportunities as a result of employer discrimination (Foley and Williamson, 2018). It also aids in the diversification of the workforce. In addition to the other advantages provided by a diverse workforce, such as improved language skills, it was also stated that "the increase in gender diversity by just one percent would increase the bottom line by three percent." (Foley and Williamson, 2018). Emphasis on ability by focusing on skills means that the best candidates are chosen to meet and eventually get a job (Bendick and Nunes, 2011). Potential for improving organizational expertise, focusing on competence at the initial stage of the interview will have a domino effect on the final workforce (Foley and Williamson, 2018). On this topic also, only two critical researchers were found. In conclusion, there is a lack of research studies on the advantages of blind recruitment, and future researchers are motivated to focus more on it.

Focus on the disadvantages of blind recruitment. Some factors have been identified. Prejudice stymies more honest workplace recruitment (Muoz, 2019) and may jeopardize diversity objectives. It extends the screening process of the applicant (Muñoz, 2019). It prevents the nominee's personality from shining through and allows the culture to fit (Muoz, 2019). Researchers discovered only descriptive and significant evidence regarding the disadvantages of blind recruitment, implying that there is a lack of literature evidence regarding the disadvantages of blind recruitment. In conclusion, there is a lack of research studies on the disadvantages of blind recruitment, and future researchers are motivated to focus more on it. However, the definitions and nature of blind recruitment are well addressed (Bendick and Nunes, 2011; Foley and Williamson, 2018; Muñoz, 2019). Blind recruitment is the procedure of eliminating any/all identifying details from the resumes and applications of applicants (Jonggu Lee, 2018).

### 3.2 Limited Context

Second founded Criticism is limited context and limited countries are available in the existing literature on blind recruitment. For example, the following three pieces of literature were taken.

Table 2 - Existing literature on blind Recruitment

Research	Context	Country
Bendick, M. and Nunes, A. (2011) 'Developing the Research Basis for Controlling Bias in Recruitment	Literature-based	Global
Foley, M. and Williamson, S. (2018) 'Does anonymizing job applications reduce gender bias?	Services sector	Australia

Is Blind Recruitment an Effective Recruitment Method?

Muñoz, A. (2019) 'Anonymized Competency-Based Recruitment and Selection Process for Public Sector	Public sector	Global
---	---------------	--------

In terms of countries, only a small number of countries were studied, and the context was also limited. Thus, future researchers should focus on enhancing the context of their research studies.

### 3.3 Topics Not Addressed by Researchers

Third, there has been some criticism that some topics were not addressed by any researchers. The following are some topics on which the researchers were unable to locate any related research articles.

The following blind recruitment topics have yet to be addressed by researchers.

- Practical case studies on how the blind recruitment process can be implemented in private organizations
- Practical case studies on how the blind recruitment process can be implemented in public organizations.
- Practical case studies on how the blind recruitment process can be implemented in not-for-profit organizations
- How is blind recruitment affected by the culture of the country?
- How is blind recruitment affected by the culture of the organization?
- Developing theories and models on the impact of blind recruitment on the profitability of the organization.
- Developing theories and models on the impact of blind recruitment on the sustainability of the organization.

## 4 Conclusion, Implication and Recommendation

### 4.1 Conclusion

Blind recruitment is an effective method for reducing bias in the recruitment and selection process. Blind recruitment enables companies to guarantee they are selecting the best candidates for available vacancies because it removes characteristics that may lead to bias. The ultimate result of this blind recruitment and selection process is to build a workforce with a higher level of skills and the ability to uplift the performance of the organization. In addition to the increment in organizational performance, several other benefits can be seen in blind recruitment. It creates more choices for both employers and employees, and the blind recruitment method greatly emphasizes an employee's skills, and there is no discrimination. According to the facts presented above, there is inconsistency in the existing sources concerning blind recruitment and its benefits and drawbacks. In this study, researchers investigated the concept of blind recruitment and its benefits and drawbacks.

The study's main themes, based on literature articles, are removing bias and increasing diversity, complicated implementation, inclusive job descriptions, hidden demographic data, and obscure academic information. Skill-based selection, avoidance of social media pre-screening, anonymization of initial interviews, and removal of unconscious bias are all part of the process. Further, themes have been identified, such as blind recruitment for removing bias factors, blind recruitment for skill-based selection and diversity workforce, blind recruitment for removing unconscious bias, and anonymization of initial interviews.

#### 4.2 Implications

Business organizations should identify the importance of blind recruitment and should understand that the image of a business can be enhanced through blind recruitment. This study can provide an organization with an initial idea for implementing blind recruitment. The themes identified in the study can be considered the sub-elements and implementation steps of blind recruitment. Moreover, the importance of blind recruitment can be identified and the advantages that a business organization can obtain can be communicated using the information in this study. The implications of this study are relevant to any type of organization, and even a small business can enhance its business performance by recruiting employees with the most suitable skills.

As stated earlier, there is a gap in existing research studies and this study filled that gap. According to the information presented in the literature review, there is inconsistency in the existing sources concerning blind recruitment and its benefits and drawbacks. Thus, researchers studied the concept of "blind recruitment," which is the main element of this research. Moreover, this study could provide extended knowledge to academics and researchers on blind recruitment. The study could present the significance of blind recruitment and the method of conducting future studies, as well as comprehensive criticisms of this approach when implementing blind recruitment into an organization's management.

#### 4.3 Recommendations

Some of the key recommendations for blind recruitment are: hidden demographic data, skill-based selection, avoidance of social media pre-screening, and anonymization of initial interviews. When resumes and other information are given to the management for selection, demographic data should be avoided. Moreover, employees should be selected based on skills rather than personal information. Employee performance can be highly enhanced through skills-based selection. Organizations should achieve diversity in the workplace through blind recruitment. Social media prescreening can be avoided since social media cannot show the actual image of an employee and some people have not updated their social media profiles for a long time. The anonymization concept can be used in initial interviews to achieve better results in blind recruitment. A business organization should not be

limited to the results of this study and should update its knowledge through the latest information sources.

## 5 References

- Adedoyin, O. (2020). Research Methodology.
- Adhariani, D., Sciulli, N., & Clift, R. (2017). Research Methodology (pp. 81–117). [https://doi.org/10.1007/978-3-319-33518-6\\_4](https://doi.org/10.1007/978-3-319-33518-6_4)
- Alves, C. (2018). Research methodology: How to maximize your research potential. *EFORT Open Reviews*, 3, 184–191. <https://doi.org/10.1302/2058-5241.3.170065>
- Åslund, O., & Skans, O. (2012). Do anonymous job application procedures level the playing field? *Industrial and Labor Relations Review*, 65, 82–107.
- Banerjee, P., & Gupta, R. (2019). Talent Attraction through Online Recruitment Websites: Application of Web 2.0 Technologies. *Australasian Journal of Information Systems*, 23, 1–32. <https://doi.org/10.3127/ajis.v23i0.1762>
- Behaghel, L., Crepon, B., & Le Barbanchon, T. (2015). Unintended Effects of Anonymous Résumés. *American Economic Journal: Applied Economics*, 7. <https://doi.org/10.1257/app.20140185>
- Bendick, M. and Nunes, A. (2011) 'Developing the Research Basis for Controlling Bias in Recruitment', *Journal of Social Issues*, 68, pp. 238–262. doi:10.1111/j.1540-4560.2012.01747.x
- Caers, R. and Castelyns, V., 2011. LinkedIn and Facebook in Belgium: The influences and biases of social network sites in recruitment and selec-

tion procedures. *Social Science Computer Review*, 29(4), pp.437-448.

<https://doi.org/10.1177/0894439310386567>

Cathryn Newbery. (2018). what is blind recruitment – and does it work? - CIPHR. Retrieved 25 December 2019, from

<https://www.ciphr.com/features/what-is-blind-recruitment/>

Collier, D. and Zhang, C., 2016. Can We Reduce Bias in the Recruiting Process and Diversify Pools of Candidates by Using Different Types of Words in Job Descriptions?.

Dave Anderson. (2019). Blind Recruitment: Remove Bias from Your Recruitment Process. Retrieved 25 December 2019, from

<https://recruiterbox.com/blog/blind-recruitment-remove-bias-from-your-Recruitment-process>

Derous, E., & Decoster, J. (2017). Implicit Age Cues in Resumes: Subtle Effects on Recruitment Discrimination. *Frontiers in Psychology*, 8.

<https://doi.org/10.3389/fpsyg.2017.01321>

Egeberg, M., Gornitzka, Å., & Trondal, J. (2017). Merit-based recruitment boosts good governance: How do European Union agencies recruit their personnel? *International Review of Administrative Sciences*,

<https://doi.org/10.1177/0020852317691342>

Erica. (2019). Blind Recruitment : Everything You Need To Know - Harver. Retrieved 25 December 2019, from

<https://harver.com/blog/blind-Recruitment>

Foley, M. and Williamson, S. (2018) 'Does anonymising job applications reduce gender bias?: Understanding managers' perspectives', *Gender in Management: An International Journal*. doi:10.1108/GM-03-2018-0037.



Foley, M., & Williamson, S. (2018). Does anonymising job applications reduce gender bias?: Understanding managers' perspectives. *Gender in Management: An International Journal*. <https://doi.org/10.1108/GM-03-2018-0037>

Geoffrey Beattie & Patrick Johnson (2012). Possible unconscious bias in recruitment and promotion and the need to promote equality, *Perspectives: Policy and Practice in Higher Education*, 16:1, 7-13, doi:10.1080/13603108.2011.611833

Jilcha, K. (2019). *Research Design and Methodology* (p. 27). <https://doi.org/10.5772/intechopen.85731>

Jones, C. and Urban, M. (2013) 'Promise and Pitfalls of a Gender-Blind Faculty Search', *BioScience*, 63, pp. 611–612. doi:10.1525/bio.2013.63.8.3.

Jones, C., & Urban, M. (2013). Promise and Pitfalls of a Gender-Blind Faculty Search. *BioScience*, 63, 611–612. <https://doi.org/10.1525/bio.2013.63.8.3>

Jonggu Lee. (2018). A Comparative Study on the Process of Change and the Characteristics of the Employment System in Korea - Focusing on the Spec-oriented recruitment, NCS based Recruitment, and Blind Recruitment-. *The Review Of Business History*, 33(4), 129-155. doi:10.22629/kabh.2018.33.4.006

Kapur, R. (2018). *Research Methodology: Methods and Strategies*.

Krause, A., Rinne, U. and Zimmermann, K. (2011) 'Anonymous Job Applications of Fresh Ph.D. Economists', *Economics Letters*, 117. doi:10.1016/j.econlet.2012.06.029.

Krause, A., Rinne, U. and Zimmermann, K. (2012) 'Anonymous Job Applications in Europe', IZA Journal of European Labor Studies, 1. doi:10.1186/2193-9012-1-5.

Krause, A., Rinne, U., & Zimmermann, K. (2012). Anonymous Job Applications in Europe. IZA Journal of European Labor Studies, 1. <https://doi.org/10.1186/2193-9012-1-5>

Meena, K., 2016. Blind Recruitment: The New Recruitment Buzz for Diversity Inclusion. International Journal of Business and General Management (IJBGM), 5(5), pp. 25-28. From ISSN(P): 2319-2267; ISSN(E): 2319-2275

Mishra, D. S. B., & Alok, D. S. (2017). HANDBOOK OF RESEARCH METHODOLOGY

Muñoz, A. (2019) 'Anonymized Competency-Based Recruitment and Selection Process for Public Sector: A New Approach for Workplace Diversity and Equality'. doi:10.13140/RG.2.2.30531.22569

Rajasekar, S., Pitchai, P. nathan, & Veerapadran, C. (2006). Research Methodology.

Rinne, U. (2018). Anonymous job applications and Recruitment discrimination. IZA World of Labor. <https://doi.org/10.15185/izawol.48.v2>

Shanmugathan, S., & Vivek, R. The Achievement Of Blind Recruitment In Sri Lankan Context.

The Recruitment Process: Pros and Cons of Blind Recruitment - HR, Payroll, and Employee Management Tips for Small Business. (2019). Retrieved 25 December 2019, from

<https://www.timesheets.com/blog/2019/03/the-recruitment-process-pros-and-cons-of-blind-Recruitment/>

Vickers, F. (2017). What is blind recruitment, and is it effective? | Interact software. Retrieved 25 December 2019, from <https://www.interact-intranet.com/blog/what-is-blind-recruitment-and-is-it-effective/>

Vivek, R. (2018). A Study of Conceptual Framework of Blind Recruitment in Current Business Scenario.