

**ENHANCING WORK PLACE DIVERSITY: EXPLORING THE RELATIONSHIP BETWEEN  
BLIND HRING AND ORGANIZATIONAL PERFORMANCE IN THE CONTEXT OF OIL  
AND GAS SERVICING COMPANIES IN SOUTH-SOUTH, NIGERIA**

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**Abstract**

This study examined the relationship between blind hiring and organizational performance in oil and gas servicing companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population for the study comprises 6 of oil and gas servicing companies in south-south, Nigeria. All the oil and gas servicing companies' 60 management staff were sampled using census sampling techniques. The research instrument was validated by managers, vetting and approval while reliability of the instrument was achieved by the use of Cronbach Alpha coefficient which stood at .868. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating effect. The test was carried out at a 0-05 significance level. The findings revealed that there is a significant relationship between blind hiring and organizational performance of oil and gas servicing companies in south-south, Nigeria. The study concludes that blind hiring positively enhances the organizational performance of oil and gas servicing companies in south-south, Nigeria. This implies that when blind hiring is applied to personnel recruitment processes, there would be greater organizational performance. The study recommended among others that management of oil and gas servicing companies operating in South-South, Nigeria should invest in robust bling hiring processes that carefully evaluate candidates for their skills, experience, and competencies to enhance organizational performance

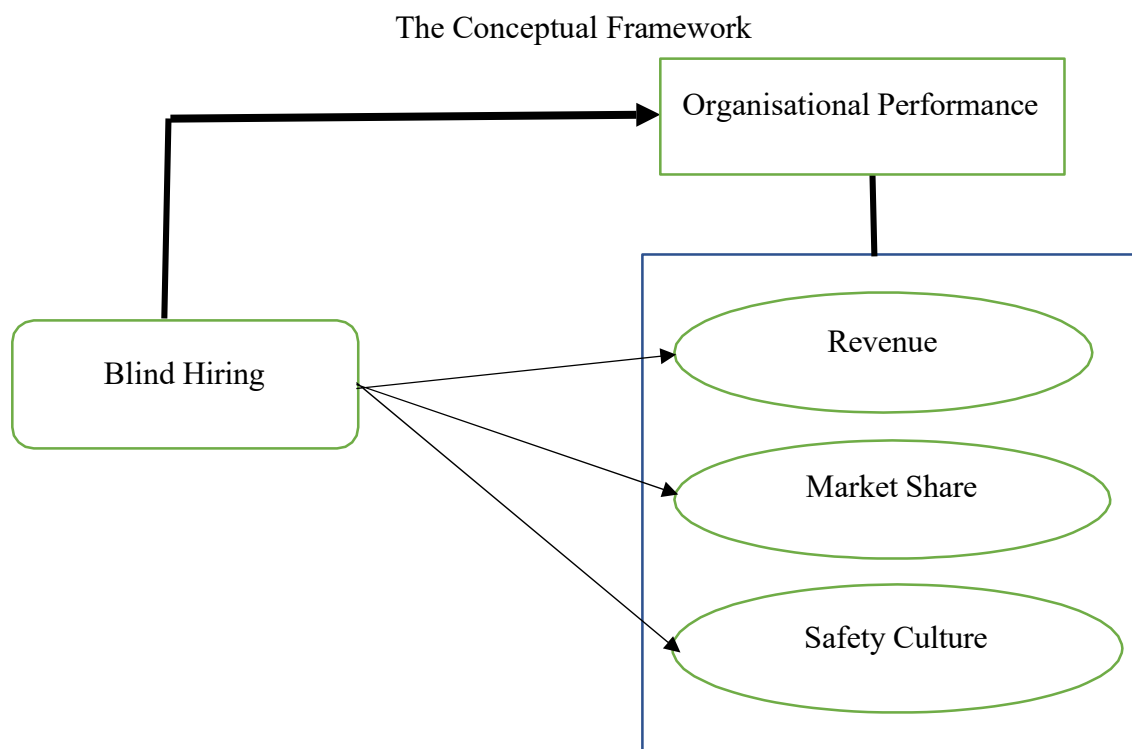
**Keywords:** *Blind Hiring, Organizational Performance, Revenue, Market Share, Safety Culture.*

## 1. Introduction

Owing to the importance of organizational performance, several empirical studies have been conducted around the globe on this subject ( Adeneyi, 2014, Wageeh, 2014) They have sought to examine different variables in a bid to increase organizational performance. In spite of the several studies and importance placed on organizational performance, a significant challenge confronting the oil and gas firms is the poor level of performance. Research has focused on factors such as rewards system, organizational justice, employee empowerment etc. While it is true that these factors may possibly increase organizational performance, one other factor is neglected, which is the recruitment practices.

Organization performance has been the most important consideration for every organization, be it profit or non-profit organization. It has been very important for managers to know which factors influence an organizations performance in order for them to take full advantage and appropriate steps to initiate them. Organizational researchers among themselves have different opinions of performance as it continues to be a contentious issue. (Barney, 1997). According to Daft (2000), organizational performance is the organizations' ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft, (2000), Richardo, (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives.

Blind hiring eliminates recruitment biases by increasing workplace diversity. Management tries to eliminate conscious and unconscious bias. Blind hiring 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 hiring (Foley & Williamson, 2018; Krause *et. al.*, 2012).



The conceptual framework in Figure 1 illustrates the relationship between blind hiring and organization performance. The framework is based on the work of Jonggu and Lee, (2018).

The framework suggests that blind hiring has an impact on organizational performance

At its core, the study aims to accomplish several objectives through its literature review:

- i. To examine the relationship between blind hiring and revenue of oil and gas servicing companies in South-South, Nigeria?
- ii. To examine the relationship between blind hiring and market share of oil and gas servicing companies in South-South, Nigeria?
- iii. To examine the relationship between blind hiring and safety culture of oil and gas servicing companies in South-South, Nigeria?

To effectively address these objectives, the study delineates the following research question:

- i. What is the relationship between blind hiring and revenue of oil and gas servicing companies in South-South, Nigeria?
- ii. What is the relationship between blind hiring and market share of oil and gas servicing companies in South-South, Nigeria?
- iii. What is the relationship between blind hiring and safety culture of oil and gas servicing companies in South-South, Nigeria?

## 2. LITERATURE REVIEW

### **Theoretical foundation**

In investigating the nexus between blind hiring and organizational performance, the theoretical foundations adopted in this study is the Human Capital Theory.

The concept of human capital has been of wide interest among scholars. Moreover, the study of human capital has increased over time. Phillip (2005) categorized human capital as a subset of intellectual capital. For knowledge-based organizations, intangible assets are often greater than tangible assets. Vejchayanon, (2005), argued that, overall, organizational capital is a part of total capital which was classified as finance capital and intellectual capital. This theory emphasizes that employees are an organization's most valuable assets. It suggests that the recruitment and selection processes should focus on identifying and acquiring candidates with valuable skills and knowledge. In the world of the labor market, people bring different levels of education, knowledge, skill, and abilities as well as their expectancy to the workplace. According to McConnell *et al.* (2009), a more educated, better-trained person is capable of supplying a larger amount of useful productive effort than one with less education and training, The value of human capital theory is widely accepted to increase organizational performance, so an organization relies on employees' skill, knowledge, ability as a key concept of value creation.

### **Conceptual Review**

#### **Blind Hiring.**

Blind hiring 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). 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 hiring allows firms to ensure they are selecting the best applicants for available unfilled positions. Thus, blind hiring will be able to increase diversity in business while also assisting companies in selecting the best applicants for available jobs. Blind hiring 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.

Through blind hiring, you may generate four advantages for your organization: diversity, applicant experience, time, and money. Blind hiring reduces recruiting prejudices while increasing workplace diversity. Management makes an effort to eliminate both conscious and unconscious bias. Blind hiring 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 hiring (Foley & Williamson, 2018; Krause *et al.*, 2012). Blind hiring for Removing Bias Factors. Blind hiring 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 hiring enables companies to guarantee they are selecting the best candidates for available vacant positions because it removes characteristics that may lead to bias.

### **Organizational Performance and its measures.**

Organization performance has been the most important consideration for every organization, be it profit or non-profit organization. It has been very important for managers to know which factors influence an organization's performance in order for them to take full advantage and appropriate steps to initiate them. Organizational researchers among themselves have different opinions of performance as it continues to be a contentious issue. (Barney, 1997). According to Daft (2000), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner.

### **Revenue**

Revenue is one of the most commonly used metrics to measure organizational performance as it directly reflects the amount of money generated by a company through its products or services. It is an important indicator of how well a company is performing in terms of sales and market share (Gulati, Nohria, & Wohlgezogen, 2016). According to the literature, revenue can be used to assess the financial health and success of an organization. A study by Hall and Hall (2011), found that revenue growth is positively correlated with profitability and shareholder value, indicating that companies with higher revenues tend to be more successful. In addition, revenue can also be used to evaluate the effectiveness of a company's marketing and sales strategies, as well as its ability to generate demand for its products or services.

### **Market Share**

Market share is a common measure of organizational performance that reflects a company's relative strength within its industry. In a competitive market environment, organizations strive to increase their market share as it is often associated with higher profitability, increased brand recognition, and economies of scale. This literature review will examine the relationship

between market share and organizational performance, drawing on a range of scholarly articles and research studies.

## Safety Culture

Safety in organizational performance refers to the measures and practices put in place by an organization to protect its employees, customers, and other stakeholders from harm and accidents in the workplace. This concept emphasizes the importance of creating a work environment that prioritizes the well-being and safety of all individuals involved (Clarke, 2010). Additionally, one of the key aspects of safety in organizational performance is the implementation of safety protocols and procedures. These protocols outline the steps that employees should take in order to prevent accidents and respond effectively in case of emergencies

## Blind Hiring and Organizational Performance

Blind hiring 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 hiring allows firms to ensure they are selecting the best applicants for available unfilled positions. Thus, blind hiring will be able to increase diversity in business while also assisting companies in selecting the best applicants for available jobs. Blind hiring 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 hiring 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 hiring, you may generate four advantages for your organization: diversity, applicant experience, time, and money.

Blind hiring reduces recruiting prejudices while increasing workplace diversity. Management makes an effort to eliminate both conscious and unconscious bias. Blind hiring 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). Blind hiring 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 hiring 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 hiring might reduce the recruitment staff's morale. Because most people may think that the method of blind hiring was chosen due to the lower trust in the recruitment staff (Banerjee & Gupta, 2019; Foley & Williamson, 2018).The study thus hypothesized that:

- H<sub>01</sub>:** There is no significant relationship between blind hiring and revenue in oil and gas servicing companies in South-South, Nigeria
- H<sub>02</sub>:** There is no significant relationship between blind hiring and market share in oil and gas servicing companies in South-South, Nigeria
- H<sub>03</sub>:** There is no significant relationship between blind hiring and safety in oil and gas servicing companies in South-South, Nigeria

### 3. METHODOLOGY

The population of the study consisted of all the 6 oil and gas servicing companies in South-South, Nigeria. According to the information obtained from " Source: www.neiti.gov." Since the population of six (6) oil and gas companies in South-South Nigeria is relatively small, the study adopted the entire population as a census, based on the fact that these oil and gas servicing companies have all operated for more than 15 years.

However, elements from the population were used as the participants or respondents for the study. Therefore, for the purpose of data gathering in this study and in line with the study unit of analysis which was at the macro level, copies of questionnaire were distributed to ten (10) managers each drawn from the six (6) oil and gas companies making a total of 60 respondents. The reliability of the instrument was achieved by the use of the cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Correlation Order.

### 4. DATA ANALYSIS AND RESULTS.

60 copies of the questionnaire were administered to respondents. 57 copies questionnaire representing 95 percent were retrieved. 1 copy questionnaire representing 1.75 percent were retrieved but not useable. 56 copies questionnaire representing 93.33 percent were correctly filled and thus suitable for data analysis.

#### Univariate Analysis

**Table 1. Descriptive Statistics for Blind Hiring**

Item	N	Minimum	Maximum	Mean	Std. Dev.
Our organization effectively and efficiently for unbiased recruitment processes.	56	1	5	3.47	1.24
Our organization emphasizes candidate ' and experience and designs an Unbiased evaluation for work place diversity and reduced unprofessional favoritism and preferential treatment.	56	1	5	3.21	1.14
Our organization determines the types and levels of candidate 'skills and experience for excellent organizational performance.	56	1	5	3.99	1.53
Our organization adopted blind resumes template to evaluate candidate required position in organizations. knowledge, skills and experience on the job	56	1	5	2.62	.923
Our organization involves competence mapping; skill, knowledge, abilities and attitude gap analysis and personal development plan	56	1	5	4.27	1.45
Valid N (listwise)					

Source: SPSS Output 23

The data in Table 1. illustrated that there is a high level of affirmation (where  $\times > 2.50$ ) as regards the indicators of blind hiring which is the independent variable of the construct. The construct examined the context and manifestations of blind hiring within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale.

**Table 2 Descriptive Statistics for Revenue**

Item	N	Minimum	Maximum	Mean	Std. Deviation
Our organization use revenue to evaluate the effectiveness of a company's marketing and sales strategies, as well as its ability to generate demand for its products or services	56	1	5	3.71	1.45
Our organization constantly engages its suppliers and vendors on how best to function within its environment.	56	1	1	3.88	1.53
Our organization is knowledgeable about the customer features of its market.	56	1	5	2.62	1.37
Our organization has a critical measure of organizational performance that can provide valuable insights into a company's financial health, market position, and competitive advantage	56	1	5	4.15	1.90
Valid N (listwise)					

Source: SPSS Output version 23

The data in Table 2 illustrate that there is a high level of affirmation (where  $\times > 2.50$ ) as regards the indicators of revenue which is a dimension of organizational performance. The construct examined the context and manifestations of revenue within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale.

**Table 3 Descriptive Statistics for Market Share**

Item	N	Minimum	Maximum	Mean	Std. Deviation
Our organization ensure high market share which tend to have higher market valuations, as investors perceive them as more competitive, sustainable, and profitable in the long term	56	1	1	3.17	1.53
Our organization maintain a strong financial performance, market share has also been shown to be a key driver of shareholder value	56	1	5	4.72	1.11

Our organization often addresses its noted gaps and deficiency in its change development	56	1	5	4.90	1.38
Our organization equip its employees with sufficient skills and knowledge on organizational processes and their interdependencies	56	1	5	4.02	1.61
Our organization has precise understanding of the links between components of the links between components within its system	56	1	5	4.18	1.74

Valid N (listwise)

Source: SPSS Output version 23.

The data in Table 3 illustrate that there is a high level of affirmation (where  $\times > 2.50$ ) as regards the indicators of revenue which is a dimension of organizational performance. The construct examined the context and manifestations of market share within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale.

**Table 4. Descriptive Statistics for Safety**

Item	N	Minimum	Maximum	Mean	Std. Deviation
Our organization ensure high market share which tend to have higher market valuations, as investors perceive them as more competitive, sustainable, and profitable in the long term	56	1	1	3.66	1.73
Our organization allow for the flow of information along the Hierarchy to maintain safety in the organization	56	1	5	4.71	1.34
Our organization see aspect of safety in organizational performance with the promotion of a safety culture within the organization	56	1	5	3.99	1.83
Our organization promotes a healthy competition among staff for their safety	56	1	5	4.15	1.92
Our organization involves creating a work environment where safety is a top priority and all individuals are actively engaged in promoting and maintaining safety standards	56	1	5	4.85	1.92
Valid N (listwise)					

Source: SPSS Output version 23.

The data in Table 4. Illustrate that there is a high level of affirmation (where  $\times > 2.50$ ) as regards the indicators of revenue which is a dimension of organizational performance. The construct examined the context and manifestations of safety within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale.

**Bivariate Analysis.**

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ( $p > 0.05$ ) or rejecting the null hypothesis in ( $p < 0.05$ )

**Table 5: Blind Selection and Organizational Performance**

			BS	Rev	Mkts	Saf	
Spearman's rho	Blind Selection	Correlation	.964	.822	.769	.851	
		Coefficient (Sig. 2-tailed)	.000	.000	.000	.000	
		N	56	56	56	56	
	Revenue	Correlation	.822	1.000**	1.000**	1.000**	
		Coefficient (Sig. 2-tailed)	.000	.000	.000	.000	
		N	56	56	56	56	
	Market Share	Correlation	.769	.843	.671	.734	
		Coefficient (Sig. 2-tailed)	.000	.000	.000	.000	(Sig. 2-tailed)
		N	56	56	56	56	
	Safety	Correlation	.851	.706	.787	.822	
		Coefficient (Sig. 2-tailed)	.000	.000	.000	.000	(Sig. 2-tailed)
		N	56	56	56	56	N

Correlation is significant at 0.01 level (2-tailed).

Below is the full meaning of the following abbreviations:

BS = Blind Selection

REV = Revenue

MKTS = Market Share

SAF = Safety Culture

H<sub>01</sub>: There is no significant relationship between significant relationship between blind selection and revenue of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

Similarly displayed in the table 5. is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.20, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between blind selection and revenue of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

H<sub>02</sub>: There is no significant relationship between blind selection and market share of Organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

Also displayed in the table 5. is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.20, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld Thus, there is a significant relationship between blind selection and market share of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

H<sub>03</sub>: There is no significant relationship between blind selection and the safety of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

Also displayed in the table 5. is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population from the result obtained from table 5. the sig-calculated is less than significant level ( $P 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship blind selection and the safety of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

### DISCUSSIONS OF FINDINGS

The findings showed that there is a significant relationship between blind hiring and organizational performance in oil and gas servicing companies operating in South-South, Nigeria. This finding corroborates the earlier results of the study conducted Kastens and Cook (2004) on blind selection and market share of publicly traded companies. The finding indicated that blind hiring enhances organizational performance in the organizational level of studied. The result of the study buttressed this present study by revealing that companies with higher market share tend to have higher market valuations, as investors perceive them as more competitive, sustainable, and profitable in the long term. Kotler and Keller (2016), argue that a range of external factors such as changes in market conditions, competitor actions, and regulatory changes can influence a company's market share.

More so, the finding aligned with the previous findings of Buzzell and Gale (1987), who found a strong positive relationship between market share and profitability. Their research demonstrated that companies with higher market share tend to have higher profitability levels due to their ability to capture a larger share of customer demand, negotiate better terms with suppliers, and achieve economies of scale. This finding has been corroborated by numerous other studies, including Keasey and Watson (1997), Webber and Seiler (2011), who all found a positive correlation between blind recruiting, placement, selection, and financial performance indicators such as return on assets and return on equity. The result of this study has bearing with the human capital theory. The theory holds that for knowledge-based organizations, intangible assets are often greater than tangible assets. These intangible assets are skills, knowledge and competencies of candidates. The ability of an organization to select the best candidates irrespective of geographical or religious sentiments would invariably lead to organizational performance. Vejchayanon, (2005) support the result of this study by asserting that, overall, organizational capital is a part of total capital which was classified as intellectual capital. The human capital theory emphasizes that employees are an organization's most valuable assets. It suggests that the recruitment and selection processes should focus on identifying and acquiring candidates with valuable skills and knowledge.

In the world of the labor market, people bring different levels of education, knowledge, skill, and abilities as well as their expectancy to the workplace. According to McConnell *et al.* (2009): a more educated, better-trained person is capable of supplying a larger amount of useful productive effort than one with less education and training, The value of human capital theory is widely accepted to increase organizational performance, so an organization relies on employees' skill, knowledge, ability as a key concept of value creation. In the eighteenth-century Adam, (1973) initiated an improvement in human capability that is important to production, then a term of human capital was introduced by Theodore (1961) published in the American Economic Review, called investment in human capital. Consequently, as oil and gas serving companies in South-South, Nigerian applied the human capital theory by carrying out blind hiring of candidates, the result is higher productivity and organizational performance.

#### **CONCLUSION AND RECOMMENDATIONS.**

The study concludes that blind hiring positively enhances organizational performance of oil and gas servicing companies operating in South-South, Nigeria. By conducting an unbiased recruiting and prioritizing the candidate skills and knowledge, oil and gas companies in Nigeria can create an environment that encourages and supports efficiency and greater productivity among their staff and further experienced higher revenue generation. Based on these, the study recommends that Management of oil and gas servicing companies operating in South-South, Nigeria should invest in robust blind hiring, recruiting, selection, placement and processes that carefully evaluate candidates for their skills, experience and competencies in order to enhance organizational performance.

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