



## Studying the Impact of Invisible Employees on Productivity

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### ABSTRACT

Today, the business has become very challenging and competitive throughout the world. In order to have profitability in such a situation, all the production factors must be properly and reasonably managed.. It should be noted that human capital is a major factor in change and innovation, so the success of organizations and their productivity depends on human capital. Today's organizations need employees who continuously share ideas, beliefs, knowledge and experience in a comfortable and free organization. But today's organizations are facing crisis called invisible employees. It is easy to identify the absences, but absent guests are people who are at work every day, but their mind and attention is elsewhere, but they are at work, but their mental and physical abilities are limited. Given the importance given to invisible employees and their role in productivity, this research seeks to identify the extent of the impact of invisible employees on productivity within the headquarters of the Ministry of Oil. The statistical population of the study consisted of 798 employees (233 people), senior experts (498) and other staff (67) in the oil industry. The statistical sample includes 260 individuals including: managers-directors (89 people), senior experts - experts (159 people) and other staff (12 people), headquarters of the Ministry of Petroleum, were selected by stratified random sampling method based on Cochran formula. In this research, the questionnaire was determined by a standard governor and the data were analyzed by SPSS statistical software. The important achievements of the research are that: there is a positive and significant relationship between the variables related to the dimensions of the invisible staff with the productivity and ultimately the choice of labor productivity is preferable to the organizational productivity option.

**Keyword:**  
invisible staff  
undercard,  
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virtual quit,  
Avoiding work

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## INTRODUCTION

Today, the business has become very challenging and competitive. In order to be profitable in such a situation, all the factors of production must be managed correctly and wisely. Among the factors of production, the greatest challenge and effort is the management of human resources, because unlike other factors, employee management requires the use of intellectual and emotional skills to ensure increase of productivity.

Organizations and institutions are faced critical issues called invisible workers. The invisible staff struggles with their methods, such as keeping them on the sidelines, solving the problem, complaining about this and that, and transferring these techniques to new employees with a sense of neglect, ignorance, and anonymity. Efficient leaders improve the way by attracting employees, finding the best way out of them, defining clear goals, observing the right behaviors, and encouraging all the successes along the way. The final result is the organizational formation of the exploiting employees who feel they are noticed, valued and appreciated. In other words, these people feel that they are visible.

In a competitive environment today, everyone is looking for the next great product, ability or solution. The only way to achieve these demands is to have a workforce of visible, committed and accountable personnel. If we only want to think through the information contained in the spreadsheet software related to projects or strategy documents or elsewhere that we will be inspired, we will completely lose our creativity. The wise investment that will be made by allocating enough time to see and reward employees is a venture that will lead to the company's continuous success. Everyone needs a CEO from a global company to a primary school child.

Winnie H Brunti writes in his book titled Quality Management Achievement. The biggest reward you can give to your employees is to really appreciate their comments and know the magnitude of their commitment and engagement, as employees are more concerned with people like them. But sad thing is that most of the organizational leaders are not paying attention to the unhealthy conditions of their employees' work environment, while paying attention to the demands of their superiors.

Undoubtedly, the utilization of powerful, creative and efficient human resources is one of the most important priorities of this industrial organization. What is important in this regard is how to manage manpower and maximize potential power and turn it into actual power. Disregarding the issue of employee participation in advancing goals and lack of proper communication to motivate and commit individuals can have irreparable consequences.

Adrian Gustik and Chester Ellton, in the book of Invisible Workers, have discovered the hidden capacities of employees: Almost all managers believe that human beings are the biggest capital of their lives, but in practice, managers are faced with manpower issues such as efficiency and capital putting employees at the top of the list of priority. As a result, 65 percent of Americans have surprisingly noticed that last year, someone did not know how well they worked. Also, half of the managers agree that they have not been impressed by the efficiency of their staff.

In contrast, according to a survey conducted in 2005, only 14% of the employees were satisfied with their job.

Don Graham and Cheryl Gray have also stated in the Toolkit today: Thanks to the positive feedback, appreciate the success. Remember, employees want more than anything else to be valued for what they have done.

The importance of gratitude, the method of giving incentives and rewards, and the use of the right verbal and moral ways is for creating a positive working environment that affects employees' performance and emotions. Most employers focus on productivity, precision, and outstanding performance, where they lose the importance of human elements and are unaware of the fact that outstanding performance does not occur unless a positive working environment is presented.

Considering the importance of the items in the rate of productivity and according to the researches and studies carried out on the basis of the Job Satisfaction model and the measurement tool at the Assistant Directorate for Training and Improvement of Pilot Human Resources and after determining the validity and reliability of the questionnaire and distributing it between 846 The employees of the relevant field and the analysis of the information from it and according to the performance report of 2016 and the first six months of 1396, the head of the Ministry of Oil department acknowledge that the productivity level in the mentioned area has decreased. . To this end, we are seeking to answer the following question: What is the role of invisible staff on the productivity of the Ministry of Oil's headquarters?

## Theoretical Foundations

### Invisible staff

Individual factors are known to be the major cause of laziness in organizations. The signs of the crisis in the organization are the presence of staff who is marginalized and who does not care about them. The employees, who fill out the job, do the formal and formal work, or they are apparently busy or less engaged. The invisible staff is people who complained about this and their colleagues and management, and feelings of neglect, those who no one appreciates and disregards. The staff that solves the assignment does the formal and formal work, or they seem to be busy or less engaged. These staff is marginalized, and nobody cares for them and does not care. Having multiple tasks, and job and management instability, poor payoffs have created job dissatisfaction and anxiety of employees, turning some of them into invisible employees who merely spend time during working, which as a result makes problems for organizations to be agile and excellent organizations.

The invisible staff has the feeling to be neglected, and lack of appreciation as only means concealment and to be on the margins, and confronting the transfer of their methods to newcomers. In the opinion of these employees, all the power is in the hands of senior executives and leaders. Managers decide when to come, when to go, what to do and how much they will be paid. In general, the logic of the invisible staff is that when one does not care about our accomplishments, why bother to sparkle ourselves? Why do we have to work hard when we may be among the next group?

### Neglect of work

A form of refusal to work on individual performance is neglect of work. Neglecting work, occurs through attention and focus on non-working interests. For example, someone who spends her time chatting on the Internet is a kind of neglect of work. One study reported that 30 to 40 percent of employees spend their time working on the Internet for non-work-related purposes. The neglect of work relates to the time when employees avoid work by talking to their colleagues that is, providing less effort, interrupting and resting longer than are allowed, intentional mistakes, Delay to work.

### **Neglect of work**

In management knowledge, the term Neglect of work is a situation of unemployment, based on which labor productivity is greater than zero, but not at the optimal level. Neglect of work means many attempts to: tend to give less effort. Many efforts have been made to prevent this phenomenon occurring in organizations, so that the usual mechanism used by companies to motivate employees and prevent them from neglecting the work has been threatening them to be fired if they identify their Neglect of work, but this threat has not been effective and employees tended to have less effort and more absenteeism. Also, wage efficiency pattern argue that higher wages often result in higher productivity and prevent Neglect of work.

### **Avoiding work**

Avoiding work is a term that is used more in the literature of economics and it is a tendency to do less effort. Essentially, evading occurs when an employee imagines that he can create more leisure time and will not be negatively affected. Under this assumption, employees will be reluctant to work when the employer is not supervising. Employees argue that their interests and interests do not necessarily match the interests of the organization, which is why they reduce their work effort. In fact, it has been verified that employees prefer more leisure time in the workplace than paid salaries. Avoiding work occurs when the benefits of neglecting of work are greater than the benefits of working. Therefore, management policies that restrict the incentive for subjugation are designed to increase the cost of avoiding work or increasing the value of work.

### **Virtual leaving of work:**

Virtual leaving of work refers to the practice of employees who are physically present in an organization and who use their thoughts, powers, and expertise for their own purposes outside the organization or for other organizational goals. As a result of not having a proper understanding of this phenomenon and finding a solution for it, it leads to the organization having a positive entropy and gradually eroded from within, and will eventually get out of business and competition. This is especially true for Knowledgeable and wise employees, because their thinking and expertise for the organization's future is crucial.

### **Efficiency**

Employees are the valuable assets of any organization. Achieving the goals of each organization depends on the proper management of these valuable resources. The labor force is an important and effective factor in productivity, because if a person is motivated and capable, he can use

other resources in an efficient and desirable manner and realize all kinds of productivity. Manpower productivity means maximizing the use of human resources scientifically to reduce costs and satisfaction of employees, managers and consumers, as well as maximizing the proper use of manpower to move towards the goals of the organization with minimal time and minimum Cost. In other words, obtaining the maximum possible profits from labor, power, talent and skill of manpower, land, machinery, money, equipment, time and place is often the main reason why organizations fail to achieve their goals. In simple terms, the manpower's productivity can be determined by the amount of production produced divided into work hours.

### **Organizational Productivity**

Here are seven critical skills to increase productivity in an organization. Since each organization is optimized by the people employed, these skills should be considered as the new methods for survival of the organization in today's global environment. Some of these skills are not new in themselves, but they are of considerable importance in today's competitive world. These skills should be considered as a set, and each person in the organization will need it all. The deficiency in each of these skills will lead to a reduction in the overall productivity of the organization. These skills include consciousness about customer, strategic alignment, environmental compatibility, internal guidance, innovative intelligence, process orientation, Hope to team work.

### **BACKGROUND OF RESEARCH**

Shamsi and Abrahamid in a research on identifying the factors influencing employee invisibility showed that six factors; organizational discrimination and inadequacy, job insecurity, lack of merit, decision making style, reward and appreciation, and the control system of invisibility The employees are affected. Also, among the six identified factors, the factor of inferiority and organizational discrimination is more effective than other factors. In a study entitled Effective Leadership and Strategic Planning Strategic Planning with Human Resource Efficiency in West Azarbaijan Province Higher Education Institutions, Bokani and others concluded that there is a significant positive relationship between effective leadership and strategic planning with human resource productivity. Effective leadership also has the greatest direct positive impact on strategic planning and human resource productivity, and strategic planning has less impact on human resource productivity. Shafiezadeh et al., In a research that predicted the performance of employees based on spirituality in the workplace and organizational support, showed that improving the indicators of organizational support and spirituality in the workplace would improve the organizational performance of the staff; meanwhile, the mediator role of spirituality in the workplace in the relationship Between organizational support and performance was confirmed.

Mohammadyari et al., in their research on the role of invisible staff on institutional laziness at government organizations, concluded that invisible employees and their components: virtual quitting, neglecting work, hypocrisy, and evading work have significant effects on organizational laziness. Research and development failed to improve understanding of the relationship between quality

management and the quality of workforce on organizational performance in one of Sri Lanka's superior engineering companies at three levels of management. Findings show that there is a significant positive correlation between the quality of workforce and performance as well as the quality of management and organizational performance.

### RESEARCH METHODOLOGY:

This study was based on the nature of quantitative studies, in terms of the type of applied research, in terms of the time of research, cross-sectional, in terms of research results, applied, in terms of data, quantitative in terms of research purpose, descriptive (case study type), and In terms of the logic of research implementation, it is inductive. Data collection method includes searching in databases and information sources, the questionnaire, and the method for reviewing the data are descriptive-analytical and cause-and-effect. Meanwhile, the data gathering tool is a questionnaire. The statistical population of the study consisted of 798 employees from among directors (233 persons), senior experts / experts (498) and other staff (67 persons) headquarters of the Ministry of Oil of the Islamic Republic of Iran. A random stratified sampling method was used for sampling. Since the number of members of the society is 798, according to the Cochran formula, 260 individuals were selected as a statistical sample by stratified random sampling.

#### Research hypotheses:

The first hypothesis: virtual quitting has an impact on productivity.

Second hypothesis: neglect of work affects productivity.

Hypothesis 3: Neglect of working affects productivity.

Fourth hypothesis: Avoiding work of work affects productivity.

data analysis:

**Table 1:** Results of correlation coefficients used for research hypotheses

P-value	Correlation coefficient	Dependent variable	Independent variable
0.57**	Pearson	Productivity	Virtual leaving of work
0.63*	Pearson		Neglecting the work
0.54*	Pearson		Avoiding the work
0.53*	Pearson		Dodging

The first hypothesis:

Virtual leaving of work affects productivity.

The results of correlation coefficient between two variables of Virtual leaving of work and productivity ( $r = 0.57$ ) indicate that there is a significant relationship between the two variables at the 5% error rate, so the assumption of the research is confirmed with 99% confidence and the hypothesis related to the absence of a relationship is rejected.

Second hypothesis:

Neglect of work affects productivity.

The results of the correlation coefficient between the two variables of neglect of work and productivity ( $r = 0.63$ ) indicate that there is a significant relationship between the two variables at the 5% error rate, so the assumption of the research is confirmed with 95% confidence And the hypothesis of the absence of a relationship is rejected.

Third hypothesis:

Dodging ( Avoiding the work) affects productivity.

The results of the correlation coefficient between Avoiding work variables and productivity ( $r = 0.54$ ) indicate that there is a meaningful relationship between the two variables at the 5% error rate, so the assumption of the research is confirmed with 95% confidence and the hypothesis The absence of a relationship is rejected.

Fourth hypothesis:

Avoiding work of work affects productivity.

The results of the correlation coefficient between two variables of job diversion and productivity ( $r = 0.59$ ) indicate that there is a significant relationship between the two variables at the 5% error rate, so the assumption of the research was confirmed with 95% confidence The hypothesis of non-existence of a relationship is rejected.

**Table 2.** Prioritizing the components of independent variables:

Ranking	Coefficient	Dimensions of independent variables
1	0.123	Virtual leaving of work
2	0.12	Avoiding work
3	0.115	Dodging
4	0.109	Neglect of work

The results of prioritizing independent variables were determined using Topsis method. Afterward, virtual quit was identified as the most important component and then the neglect of work as the lowest component.

Prioritization results of dependent variable (productivity):

**Table 3.** Results of prioritization of the dependent variable

Ranking	Coefficient	Dimensions
1	0.58	Efficiency of human resources
2	0.41	Organizational Efficiency

Based on the results obtained by fuzzy Topsis method, the human resource utilization option is prioritized to the organizational productivity option.

Results of prioritizing the components of the dependent variable (productivity):

**Table 4.** Prioritization results of dependent variable components (productivity)

Ranking	Coefficient	Dimensions of dependent variable
1	0.161	<b>Understanding and recognition</b>
2	0.156	<b>Feedback</b>
3	0.145	<b>Motivation</b>
4	0.136	<b>Ability</b>
5	0.135	<b>Credit</b>
6	0.107	<b>Organizational</b>
7	0.107	<b>Compatibility</b>
8	0.049	<b>Organizational support</b>

As the table and chart above shows, based on the results obtained by Fuzzy Topsis method, understanding and recognition as the most important component and dimension of organizational support is identified as the least important component.

**CONCLUSION AND RECOMMENDATIONS:**

The results of data analysis showed that there is a positive and significant relationship between variables related to the dimensions of invisible staff with productivity and ultimately the choice of human resource efficiency is preferable to the organizational productivity option. Therefore, considering the importance of identifying and prioritizing the impact of the invisible staff dimensions on the activities of the Ministry of Oil's headquarters, it is recommended that:

Considering that sub classing affects productivity, it is suggested in this regard:

- An effective and accurate monitoring system for executives on employee performance.

Identify the individual and personality characteristics of individuals to assign responsibility to them.

- Capabilities and capabilities of individuals identified and applied in decision making.

- increase salaries and income of the occupation, create amenities, improve the level of knowledge of employees and allow them to continue their studies.

Given that work-related avoidance affects productivity, it is suggested in this regard:

- The reward system will be appropriate for creative ideas and suggestions in the organization.

- Increase the number of points in the job in order to think and act about your work area and apply the individual's will in the job and in general give the decision-making power to the executive staff.

Considering that neglect of the user affects productivity, it is suggested in this regard:

- Strengthening employees 'sense of respect and employee participation to decide on their level of responsibility. Increase employees' intellectual ability, training new methods and welcoming new ideas in the organization.

Given the fact that Virtual leaving of work has an impact on productivity, it is suggested in this regard:

- In the procedures for employee retention, career planning should be made to make sure that employees are qualified to promote their jobs.

- The efforts of managers and the organization to put people in jobs that is appropriate to their level of education and personality.

- In the procedures for employee retention, career planning should be made to make sure that employees are qualified to promote their jobs.

- Human Resources Management Improvement Programs for Teaching Decision Skills

- Decisions are made in groups and important to organizations and committees in organizations.

- Workshops of communication skills for executives and staff in the organization.

- Make changes in the organization's culture to learner organizations and organizational learning.

- Capabilities and capabilities of people identified and used in decision making.

- The reward system will be appropriate for creative ideas and suggestions in the organization.

- Individual and personality characteristics of individuals to assign responsibility to them.

- Regulations to support employee opinions and encourage staff to comment.

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