

A Critical Investigation on the Human Resources Innovation Practices in National Survey Authority (NSA)-Oman

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ABSTRACT

Purpose: In any organization around the world, the Human Resources Department is considered to be an important division because it is responsible for personnel affairs in the organization through the practices of staff in the Human Resources Department. So much so that it is regarded as a police force that works for stability and security as well as human resources working for the stability of staff in the organization. Because of the importance of the Human Resources Department, the organization should periodically evaluate and verify the processes of innovation and development of the Section if it is consistent with the latest practices of the developed organizations and if the innovation practices are implemented in the required manner or not. **Methodology:** The survey questionnaire was developed and disseminated among the staff of the National Survey Authority. There were personal interviews with some officials of the National Survey Authority where they were asked questions about innovation practices. **Findings:** The tests conducted by the NSA in hiring staff was easy. This of course gives the opportunity to those with simple qualification to be qualified and this serves as an innovation for employment in the NSA. NSA randomly identifies the employee's department to work in, more than relying on qualifications and experience. This leads to the appointment of those who lack experience and eligibility and put the employee in an inappropriate place and this affects the productivity and causes a failure or weakness in the system of innovation. **Research Implications:** The decline in the level of HR practices will lead to a decline in the level of productivity and also to the resignation of many aspiring employees who were looking for an environment that motivates them. **Novelty:** Technology as in the case of NSA, has driven hugely human resource innovation practices in an organization. NSA to motivate staff to innovate and help officials in NSA to reach a deeper understanding of the practices of innovation in their practices of human resources which will facilitate the decision-making process in motivating the employee of the organization.

Keywords: Human Resource Innovation, Innovation, Human Resource, National Survey Authority, HR Innovation in NSA, HR Innovation

INTRODUCTION

The number of research conducted in the field of innovation has increased significantly over the past two decades; and the interest in the field of innovation is constantly increasing by those interested in innovation in all kinds of innovation especially on products innovation in

facilitating processes and services. The main objective of innovation is development that every organization seeks in both governmental sectors and private sectors of companies and factories, with the vast amount of research that has been found in the review process of previous studies in the thesis. Since human resource is an important department, it is quite necessary to pay attention to its development so that its employees can work on the basis of innovation and high skills, hence, the need to evaluate the level of human resource innovation practices in the National Survey Authority.

OVERVIEW OF NATIONAL SURVEY AUTHORITY

The National Survey Authority (NSA) is a governmental institution under the management of the Omani Ministry of Defense. It was established forty years ago by a decision issued by the Council of Ministers, and the main function was assigned to NSA to perform the tasks of producing maps, aerial photographs, and other geographical works related to Sultanate of Oman. The National Survey Authority serves the military sectors and many customers from different sectors such as government ministries, or companies or even individuals and researchers in the field of geography by providing them with geographical products mentioned above. Therefore, the work in the National Survey Authority requires the staff to be trained technically and administratively, so that they can work in the technical departments and administrative departments such as HR department, and make those employees capable of accomplishing the work and innovating what is new in their activities, and to do so, needs funds and creation of the right environment and help in innovation both in daily practices or in the products of NSA. "NSA is looking forward to fully participate in E-government and apply/share all its services to be available online." (Al-Toobi, 2014)

OVERVIEW OF NSA INNOVATION PROBLEMS

Human resources staff in the National Survey Authority suffer from lack of knowledge and incentives that help them acquire the skills of innovation in their daily practices and the evidence of the existence of that problem is the slowness that is still noticed in many of the practices that are implemented by employees in Human Resources Department, such as the employee's professional planning activities, which are the responsibility of the Human Resources Manager in conjunction with the Directors of other directorates, or the slow evolution in data storage from the paper phase to the digital stage, or following-up reports of the scholarship staff to get idea about their performance in study, or even promotions procedures and rewards and other activities carried out by human resources, for example, some staff failed in their training courses. The reason for this was the loss of the most appropriate selection criteria for these courses and the nomination of suitable staff after internal tests. The other reason was the failure to follow-up the academic reports of the students who have been studying since the early stages of study to identify their weaknesses and the difficulties they faced, to discuss and solve them before they are exacerbated and; causing academic failure is a reality that exists in the National Survey Authority. This indicates the existence of the problem of lack of innovation skills among the staff of Human Resources Management in National Survey Authority in training staff practice.

AIM AND OBJECTIVES

The dissertation is prepared to investigate on the practices of innovation for National Survey Authority (NSA) in their Human Resources Department to see whether the innovation practices

followed in NSA are compatible to the practices applied in most sophisticated organizations or not, so with the completion of the dissertation several objectives will be achieved such are:

- To identify the practices of innovation that were processed in the Human Resources Department of the NSA during the last ten years and other organizations.
- To examine the use of Human Resources for information technology and various modern applications and to identify modern technologies to help facilitate innovation in HR.
- To formulate recommendations that will play a key role in improving the innovation practices of staff in the human resource of the NSA.

RESEARCH PROBLEM

Many studies show that innovation play a key role in raising the level of practices of the human resources management and improving the performance of employees in any organization. In addition, by using different types of latest technologies, innovation can be facilitated for talented employees. Well-trained HR staff can benefit from innovation practices and connect with organizational leaders to create positive impact (Hollon, 2011).

The dissertation aims to critically investigate on the Human Resources Innovation Practices in National Survey Authority, so to understand the practices of innovation followed in Human Sources Management in NSA, to realize what modern technologies are used to facilitate innovation in Human Resources, and finally to end up with suitable recommendations which can play big role in motivating the employees in NSA and ultimately improve their innovation practices.

RESEARCH QUESTIONS

With the completion of the dissertation, the following questions will be answered on which the preparation of the dissertation was done:

- 1- What are the processes or principles of innovation practiced in human resources of the National Survey Authority and other organizations during the last ten years?
- 2- What are the modern technologies that will help facilitate innovation in human resources of NSA?
- 3- What are the appropriate recommendations that will play key role in improving the innovation practices of HR staff in the National Survey Authority?

LITERATURE REVIEW

HR Management Functions and Practices

Human Resources Management in any organization is considered an important department because it oversees the main activities of the organization. A study has been carried out on industrial companies that proved that human resources management practices have a significant impact on productivity. It was noted that among the reasons for the low level of productivity is the low level of human resources and how to manage them in the organization (Abdulqader, 2012).

On the other hand, the relationship between Human Resources Management practices and the high performance of staff in the organization considered to be strong and close, and this has been discovered through models designed by experts in the field of Human Resources Management (David, 2011). In the UK, a study was conducted by using data collected from postal survey of UK local government employees. The study showed that HR practices have a

strong relationship with trust and organizational performance. It is therefore necessary for each organization to reassess its human resources practices to improve performance (Williams, 2010).

The practices of Human Resources were classified into seven groups. First group, building the working force, which is underpinning the polarization, selecting the suitable employees, then the strategic planning of each employee and then managing his career. Second, the activities of the development of the functional structure and under it the processes of job design and study how to benefit from the skills of employees based on qualifications and skills and follow-up career rotation and focus on replacement plans. Third, the staff development group, which includes the task of training staff and diversifying and developing their skills. Fourth is the Employee Stimulation Group and its main activities; the policy of wages and compensation and the establishment of a system of incentives; benefits and rewards as well as policy of discipline and penalties for anyone who violates the laws and regulations of the organization. Fifth Group is maintenance of working forces which included the following activities, follow-up health care for staff, prepare security and safety programs, and provide professional advice to employees. Sixth is Follow-up Group for the progress of the employees and its activities, evaluation of the employee's performance, lending policies, assignment, promotion, transport and retirement plans. The seventh group is human resource research and its activities that study the future of the human resources of the organization, follow up human resource information systems, follow up productivity, evaluate the factors of employee satisfaction, rotation of work, follow up attendance, and absence (Abdullwahab, 2008).

Practices that are considered to be human resources responsibilities include but not limited to rehabilitation of the employee behaviorally and provide him with skills to improve his job performance and to address the weaknesses of the employee prior to the initiation of his punishment; follow-up employee performance if it is consistent with the objectives and directions of the organization; motivate employees to reward outstanding staff for their good performance; check for a healthy and safe work environment; and organizing the relationship between the employees and their officials (Nasreen, 2014). Other experts considered that, the most important practices of human resource management are to plan the following strategies; strategy of selecting and employing suitable workers for the organization (whether employing contracts or permanent employment) and then planning them. Talent management strategy and the strategy of providing different resources and how to maintain them (Rowley and Jackson, 2010) However, after reviewing what the researchers wrote before. It was revealed that human resources practices are very many and depend on the nature of the organization's work whether it is civilian, military or private organization, and also depends on the sector in which it operates, whether it is an industrial organization or its services, but there are some common practices that exist in many of organizations, with different policies and practices.

Recruitment and Selection Management (RSM)

Employment is one of the basic practices in human resource management. However, there is a difference in the methods of employment between one organization and another, but one country and another according to the regulations followed in each country. In the Netherlands, for example, the following steps are taken first: Analysis of the vacant job to determine the qualifications that should be available; and the job and the tasks which will be performed also to be determined by the owner. The second stage is where the organization will search for the

appropriate employee first within the scope of the organization and the proposal to accept the job if the appropriate employee will be hired by the organization, then advertisement will be prepared and published in any communication media, followed by the examination of applicants for the job applications that match the conditions of the job. The candidate will be contacted by the owners and the personal interview will be scheduled after the initial selection. If necessary, a written examination will be scheduled after the personal interview (Doornenbal, Stitselaar & Jansen, 2012).

Personnel Administration

In some organizations, according to their laws, the powers of personnel administration determine the physical and mental skills and abilities as well as the appropriate qualifications for each job in the organization. Based on these laws and standards, the employees are appointed. It is also the task of the department to receive all the documents and qualifications of the new employees and to verify the credibility of the qualifications and the authority of the section to cancel the application of any applicant for the job, proving the credibility of the qualifications. It is the responsibility of the department to monitor the application of employees to the laws of the organization (Office of Legal Counsel of the Human Resources Division, 2010). It is also within the responsibilities of personnel administration to determine the number of employees required for each department in the organization; enhancing staff skills and preparing appropriate programs for their training as well as evaluating the performance of employees. It is also his responsibility to motivate employees to innovate and develop in the fields of work and follow up the retirement systems for employees (Johnson, 2014).

Training and Development Management

An important practice of human resources is to train permanent staff in the organization, and training is more important for new employees so that they would know how to carry out their duties in the manner required according to the policy of the organization. One of the reasons for training staff is to motivate them to innovate to facilitate the performance of their tasks using the latest technology. Human resources therefore work in organizations to develop a training plan for each employee in the organization (Sharma, 2005).

Performance and Reward Management

This activity is conducted by human resources staff to measure and evaluate the performance of the worker in order to know his competence to perform his duties by means of the foundations established by the organization to assess the performance and productivity, and through the assessment, the strengths and weaknesses in the performance of the employee will be known. After evaluation, the employee will be informed of the result in order to develop his performance in the future (Reddy and Manasa, 2009). The researcher believed that this activity is very important for each organization and on the basis of the results of the annual evaluation of the employee is rewarded to the point of motivating the lazy employees. Assessments should be made regarding the employee's activity in the practices of innovation and the generation of new ideas that may contribute to the development of functional practices.

Talent Management

One of the practices of this section is to support employees by providing all staff that will help them to develop their professional practices. The most important support provided by HR is vocational training by nominating staff and sending them to the training department to learn

and acquire the skills they need to develop that can help them become future leaders (Edwards, 2008). Therefore, the officials in this activity should be fully aware of the abilities, skills and qualifications of each employee, thus will facilitate them to guide the management to hire the right employee; thus achieve the objectives of the organization.

Succession and Career Planning

One of human resources practices is planning a career replacement policy that would prevent organization from getting into trouble of having staff leaving the organization unexpectedly for the reason of retirement or simply resignation. If the organization does not develop good planning for the replacement process, it will be in a problem to find alternatives and may nominate an inappropriate employee in the position and this is considered a risk. These are practices that should be taken by the organizations that plan replacement policy and those practices are:

- a- An early review of the talents of all employees to see who can replace who in the event of vacancy and this process should be supervised by the CEO.
- b- After identifying the talents and skills of the staff, the appropriate staff is trained to prepare them for the department's leadership practices. Even if an official leaves the organization, the next employee will be able to perform his duties.
- c- The organization monitors the performance of the new officer and measures his competency in the exercise of his work and then evaluate the results.
- d- Career planning and replacement policy should not be carried out in a closed room with some officials of the organization. Rather, it is a process that should be publicized and taught to all employees in the organization so that the employee knows what the organization wants from him in the future (McCarthy, 2013).

Labor Relations

Of HR practices, this is to manage the relationships between staff and organization, and these practices are so important that some countries impose a trade union for workers. In Western countries, for example, these unions are formed by industrial institutions and in Japan by individual institutions. The role of this activity is to strengthen the relationship between workers and their organization, as well as organize periodic meetings among workers and the head of the organization to discuss ways of developing work and consultation in solving problems of the workers, which in turn enhances confidence between the two sides (Asian Productivity Organization, 2014).

Generating and Motivating Ideas

The ideas are born of two kinds either an idea developed from old ideas that existed or a new idea from scratch that never existed at all. The first type is a new idea developed from an old idea that may have existed. It was there but the one who generated the idea doesn't have enough funds and its owner did not find the money and did not find therefore implementation. For example, a developer of engines MP3 for an iPod built ideas for the development of the device, but those ideas were developed and adopted after 3 years and the result was a very elegant device and the ability to run MP3 1000 songs. The second type of idea is to generate a new idea from scratch, for example the invention of Scotch adhesive tape, which was used to maintain the car paint and the result was saving 15% of the effort and time of factory workers. Time and resources are two most important things that will motivate employees to pursue innovation (Neese, 2017). What have been mentioned by the researcher about incentive is important,

because an active employee, when he finds the time to generate ideas and finds financial financing for his innovative ideas, always those factors make the employee lives in an innovative environment. But the lazy employee does not deserve those incentives, and to ensure an innovative environment in any organization. Exploiting and employing those who have the skills of innovation, even with temporary contracts, to create an innovative environment in the organization motivates other employees who do not have the skills of innovation in the organization and who work on permanent contracts.

Advocacy and Screening

After generating ideas. The idea will be presented to experts and officials in the organization in order to clarify them and comment on them. This process aims at examining the idea and by conducting discussions about the idea in terms of its benefits and expected problems, this makes way for officials and decision-makers for a decision to implement the idea. The evaluation of innovative ideas must be based on the criteria and on the bases of strength and transparency (Neese, 2017). Based on the researcher, officials must be fair and accurate in evaluating new ideas and the evaluation criteria should be made by experts in the field of innovation and must be consistent with the rapid development witnessed by the world. However, there are ideas that may appear on the papers and plans as unsuccessful and unachievable, but with the first experience to apply them can be identified for implementation, so it must be given the opportunity to experience the idea practically even once before issuing a decision for not to apply the idea. And so that the rejection decision will be based on experience.

Experimentation

There must be empirical test of the idea that has been selected and discussed because the idea written on paper may not be valid for implementation on the ground. Therefore, the application of the idea and practice by the staff for the purpose of experimenting in practice, even for a short period of time is very important to know the suitability of the idea to the organization and during the experiment of the idea may highlight some of the shortcomings and defects that require improvement and this is a development of the innovative idea better. The idea may be excellent but cannot be applied in a specific period of time because of its high cost, so innovative and costly ideas may be kept in the archive of organization to the time when the organization can apply (Neese, 2017). Based on the researcher practical test of the idea is very necessary to know the extent of interaction of employees with the practice of the idea because the negatives of new ideas sometimes do not reveal until after a period of continuous practice, for example Samsung in 2016 developed the battery of one of its telephone products and after the manufacture of large quantities of the device and distribution In the global markets, mobile users discovered a big battery defect that was exploding when charging, forcing Samsung to withdraw all devices from the market and this caused a huge financial loss.

Diffusion and Implementation

After completion of the period specified for the test of the idea, observations are discussed. If no negative feedback is proven, and the idea is proven successful in the practical experience, the organization decides to spread the idea to all its departments and is implemented and exercised by the staff in a formal and permanent manner. Innovation experts should oversee the implementation of innovation to ensure the application and practice of the idea in the correct manner agreed upon previously between the officials and the innovator of the idea. It

may be necessary to train some staff to apply the idea so they can implement it properly, which improves their performance (Neese, 2017). According to the researcher (Neese, 2017) the stages mentioned are very important and must be applied by the NSA in order to reach an innovation environment that leads to the development of HR practices in the organization.

RESEARCH DESIGN AND METHODOLOGY

In order to apply the appropriate methodology for conducting research on the subject of human resources innovation practices in the National Survey Authority, it is necessary to understand the most important questions for which the research is being carried out according to the methodology chosen, and to be discussed in this chapter and those questions are:

- 1- What are the practices and principles of human resource innovation practiced by the employees of the National Survey Authority in the completion of their daily tasks, especially during the past ten years, and what is the extent of their approval of the innovation practices in other organizations, according to the authors in the literary references discussed in the previous chapter?
- 2- What modern techniques and programs are used by the staff of the NSA in their daily practices that may help motivate them to innovate and also to know the latest techniques employed in other organizations?
- 3- What recommendations can improve human resources innovation practices that, if adopted by the NSA, will correct the course and will work to develop human resource practices?

Research Methodology

The dissertation will draw on the data obtained from previous studies to know the practices of human resource innovation and all related to the topics of innovation mentioned by the researchers through their study of cases or articles published or reports written and also by reviewing previous studies will be examined the methods of motivation and know the pros and cons in the exploitation. There was a review of modern technologies related to Human Resource practices, in order to facilitate innovation practices, especially with regard to human resources practices in different organizations, in order to compare them with what is applied in the NSA.

The monitoring of the performance of human resources activities will also be relied upon to codify the procedures through which the staff of the National Survey Authority will be made more visible in the practice of innovation. The questionnaire to be developed and disseminated among the staff of the National Survey Authority is also one of the tools to be relied upon in order to gather the views of staff on all functional practices. There were personal interviews with some officials of the National Survey Authority where they were asked questions about innovation practices.

The way in which the dissertation data collection was collected through questionnaire, interviews, and by monitoring staff practices to perform their work, it was the type of random sample, that was used in the collection of data from the staff of the NSA, so the random sample of staff were selected, means only a particular group were included, not all staff in the NSA. The digital questionnaire paper was sent through the WhatsApp to that sample, and then received answers from some of them. Random selection of the sample is a common method of obtaining the data. The sample is representative of the full group. Since the thesis discusses the problem of human resource innovation practices and concentrate on the staff of the National Survey

Authority and since the total number of employees is 250 employees, of which 50 are employed in human resources, the selected sample of the questionnaire will not exceed 50 participants, which is the same sample that will be monitored while performing their duties. This sample is distributed in the human resources departments as shown in the organizational structure of the National Survey Authority.

As for the primary sources, the questionnaire will be published among the staff of the NSA, and also by monitoring staff to codify human resource innovation practices as well as through personal interviews with some officials of the NSA. The secondary sources to be relied upon are reviews of previous studies by downloading articles and eBooks at various sites of the Internet to discuss topics that related to human resource practices, innovation practices and principles, as well as knowledge of the latest innovative techniques that facilitate the innovation practices of the staff of the NSA. Some of the documents and periodic reports archived in the archives of the NSA will also be relied upon.

SUMMARY OF FINDINGS

Presentation of Descriptive Characteristics of Respondents in Questionnaire

The first question presented in the questionnaire was to find out the period of time spent by participants in the NSA, because the opinion of the old employee with a long experience may differ from the opinion of the new employee who lacks experience. Because the employee of long service owner worked and exercised the tasks for a long time made him able to give a clearer picture of the practices of innovation of human resources compared to his colleague who served for a few years. Therefore, the following question was designed.

Question 1: What is the period of time you spent in the National Survey Authority?

- Between a year to 5 years ☐
- Between 6 to 10 years ☐
- Between 11 to 15 years ☐
- Between 16 to 20 years ☐
- Between 21 to 25 years ☐
- More than 26 years ☐

Table 1.0: Years of Service in NSA

Year(s) of Service in NSA	Percentages of Employees
1 to 5 years	13.50%
6 to 10 years	27%
11 to 15 years	10.80%
16 to 20 years	8.10%
21 to 25 years	29.70%
More than 26 years	10.80%
Total	100%

The Table 1.0 showed that the largest percentage of respondents in the questionnaire was the longest-serving period in the NSA. The survey indicates that 30% of the participants in the questionnaire are the old employees who have completed 20 years of service. This means that

the information that will be answered through the questionnaire questions will be very important and it is brought by experienced staff about the human resources in the NSA.

Question 1: Was testing and interview difficult?

And there were two choices of answers, Yes or No. The answers were as shown in the following table.

Table 2.0: The opinion of the staff in the admission examination in NSA

Was testing and interview difficult?	Percentages
Yes	21.60%
No	78.40%
Total	100%

The majority of NSA staff acknowledged that a test and a personal interview conducted on new applicants for employment in the NSA are not difficult; and the ease of testing or personal interview gives the opportunity to those who do not have the high qualifications and ability of success, and therefore employ those who will not be able to innovate in the future in NSA.

Question 2: Have you been appointed in the section based on,
 Qualification. ☐
 Previous experience in specialization. ☐
 Random appointment ☐

After receiving responses from the respondents, the responses were as shown in the following table.

Table 3.0: Employee Section Identification Policy

Appointed in the section based on	Percentages
Qualification	35.10%
Experience	10.80%
Random appointment	54.10%
Total	100%

It is clear from Table 3.0 that the majority of random sample selected for the questionnaire in NSA approved their appointment in the NSA was based on random and not on previous experience or qualifications, and this shows that, the policy of the NSA in the process of selection of employees was based on randomness in many cases as indicated by statistical figures. This is due to the desire of some officials to work with specific persons, even if they are not qualified to work in the specified section and to deport others even if they are qualified. This is an indication of disabling staff skills and not hiring them in the right places.

Question 3: Does the department administrator listen to any opinion you give to develop your work?

There were only two choices of answers, yes or No, the following table shows the percentage of responses received from the questionnaire.

Table 4.0: Freedom of expression of staff.

Does the employee have the freedom to express an opinion?	Percentages
Yes	59%
No	41%
Total	100%

The percentage of employees who enjoy freedom of expression and opinion is slightly higher than that of employees who do not have freedom of expression, As it is clear from table 4.0, that there are officials who adopt a policy of accepting the opinions of their employees and also there are those who do not listen to their staff, and the failure to adopt the policy of assessing or listening to the views of employees, causes a weak employee's desire to generate ideas that may develop the practices of the department.

Question 4: Does NSA motivate employees to acquire knowledge that facilitates innovation?

Since the type of question is closed ended, so there were only two choices of answers, Yes or No. After receiving responses from 37 employees surveyed, the responses were as follows, as shown in table 5.0.

Table 5.0: Motivate employees to acquire knowledge in NSA

NSA motivate employees to acquire knowledge	Percentages
Yes	27%
No	73%
Total	100%

The Table 5.0 shows that the proportion of employees who do not agree that the NSA motivates its employees to acquire the knowledge that facilitates them to acquire the skill of innovation is the largest proportion, reaching 73% and a large difference on the percentage of those who see the opposite, which amounted to only 27%. This gives us a clear indication that the NSA's incentive for its employees to innovate is not at the level required by most of the staff. This indicates the weakness of the policy adopted by the Commission to motivate its employees to acquire the sciences that increase their level of culture. It is therefore necessary to re-evaluate the current policy for a better future in motivating staff to acquire more science. Through the monitoring, it was noted that the NSA, specifically in the Records Section, did not eliminate the preservation of documents in the traditional paper manner, as well as the signatures of the senior officials of the NSA on formal letters indicating that there is no introduction of modern techniques of electronic signature Where the signature is still on paper. One of the advantages of electronic signature is that the head of the NSA can view any correspondence related to the Authority, which is available anywhere in the world and thus can enter the instructions on the digital version of the letter and sign it and return it to the staff in the Human Resources in order to conduct the work required from the letter. All of these can be done via the internet. However, very soon, in the Personnel Department, the procedures were changed, where employees digitally store the documents using the new HR system. This indicates the interest of the NSA in developing the Department's practices. Because digitizing documents makes it easy for employees to search and retrieve quickly and at any time.

Question 5: Has the National Survey Authority budgeted specifically for motivating staff to innovate?

The amount spent at the Institute of Geosciences are originally earmarked for innovation, since the training process is primarily intended to create an innovative employee and, based on previous studies and according to (Hollon, 2011), training creates a staff capable of innovation practices. As (Sharma, 2005) pointed out when human resources practices are training staff, it is considered that training is one of the motivations for innovation. It is clear to all that the money spent in the staff training process is primarily earmarked to motivate staff to innovate. This means that the allocation of funds for innovation is very important whether it is paid in projects aimed at innovation or pay in the training of the employee to acquire the skill of innovation, as does the NSA in the amounts that paid to train its employees.

Question 6: What are the important conditions imposed by the Human Resources Management for new applicants for vacant positions?

The officials of NSA has confirmed and agreed on the requirement of human resources management, and those applying for a job must have an academic qualification and preferably must have experience in the specialization. However, the statistics in the questionnaire say otherwise where 54.10% of the respondents said they were randomly assigned and not based on academic qualifications.

Question 7: Does NSA uses the latest technologies / applications in the innovation processes related to human resources activities?

Table 6.0: Using IT in HR Activities

Dose NSA use IT in the following HR Activities?	Percentage of Yes	Percentage of No	Total
Appoint new staff	46%	54%	100%
Employee training	54%	46%	100%
Follow up attendance and departure	83.78%	16.2%	100%
Preparation of the annual report to assess the employee	62.16%	37.83%	100%
Identify incentives and rewards	37.83%	62.16%	100%
Identification of annual leave of employees	81%	18.91%	100%

As is clear from the Table 6.0 that the largest proportion of employees agree that the NSA has used the modern techniques in the methods of training staff as well as the use of modern techniques in the follow-up staff attendance and absence from work through surveillance cameras deployed in the corners of the organization as well as monitor their entry. The employees agreed with a majority of 62% that the NSA use the latest technology in the annual assessments of staff and the majority of employees agreed that the NSA uses modern techniques in managing and organizing employee vacations. In other practices, the majority of the employees refused to be the NSA uses the latest technologies. These practices include the recruitment of new employees and the practice of determining Bonuses, and incentives. This indicates that the NSA is not disciplined in those processes. Accordingly, the NSA has used the latest techniques and methods to ensure fairness in determining bonuses and incentives as well as appointing staff in the right places and selection must be in accordance with modern

methods. After receiving the responses from 37 employees, 9 employees did not mention which programs they use, so the rate of use of the software will be calculated from 28 employees.

Table 7.0: Technologies used by Employees in NSA

Programs, Systems, and Technologies used by Employees in NSA	Percentages of Usage
Different Packages of Microsoft Office	50%
Geographical Information System (GIS)	32.14%
Human Resources Programs	10.71%
Field Survey Equipment	10.71%
Tasking Monitoring System (TMS)	7.14%
Adobe Illustrator	7.14%
Micro station	3.57%
Geo-media	3.57%
Adobe Photoshop	3.57%
PIS	3.57%
Image Station Raster Utilities	3.57%
Total	100%

From Table 7.0, it shows that most technologies and software used by the staff of the NSA is Microsoft Office programs and this is normal because it has tools for writing, planning tools, and the preparation of tables, so that the applications of Microsoft Office was considered as the important programs in any organization. The statistics indicated that the Geographical Information System program came in second place with 32.14% of the employees surveyed. It is considered one of the specialized programs in the field of surveying and mapping. It is one of the programs that made a big leap in the field of cartography after its creation. The Human Resource program was used by 10.71% of employees.

Question 8: In the annual assessment process for employees, does the National Survey Authority use special programs and techniques for evaluation or the process performed traditionally? Are the human resources involved in the annual assessment process for employees, or the process is up to department heads only?

NSA uses the internal Human Resources program to know the progress and development of the employee during the year, by following up his daily attendance and his commitment to the official time of work through the system of fingerprints distributed at the doors of the NSA. The system also clarifies the extent of absenteeism of the employee and whether for acceptable reasons and logical excuse or without cause, as well as if he joined the courses, and what are the results were, all those aspects are carefully evaluated in appropriate way. The Human Resources Department provides extensive support to department heads to assist them and facilitate the practice of staff assessment as much as possible by providing attendance and absence statements throughout the year. Human Resources Management also provides reports of the training courses in which the employee has been enrolled during the year if the employee has attended a training course. As well as provide employee CV to heads of departments. The Human Resources Section also allows department heads to view their staff files for more information about them, which enables them to write reports, as well as allow them to view past employee reports issued by the former direct officer for the writing of the new report.

Question 9: To what extent do you agree the idea that every employee of the NSA should have an electronic signature to sign any document in the Human Resources Department?

- Strongly agree ☐
- Agree ☐
- Disagree ☐
- Strongly Disagree ☐

Table 8.0: Supporting electronic signature for NSA employees

Supporting electronic signature to sign any document in HR Department?	Percentages
Strongly agree	48.60%
Agree	48.60%
Disagree	2.70%
Strongly Disagree	0%
Total	100%

It is noted in the statistics mentioned in Table 8.0 that 48% strongly agreed and 49% support the acceptance of the proposal to apply the electronic signature of each employee in the NSA and there is never even one staff who rejected the proposal.

Question 10: Do you encourage NSA Management to establish a department of Innovation Affairs, which will take responsibility of creating innovation environment in NSA?

- Yes ☐
- No ☐

Table 9.0: Supporting establish a department of Innovation Affairs

Supporting establish a department of Innovation Affairs in NSA	Percentages
Yes	83.30%
No	16.70%
Total	100%

As noted from the table 9.0, the overwhelming majority of the employees and by a percentage of up to 83% suggest that the NSA should establish a special section to be responsible for innovation and innovators. The NSA is keen to increase the productivity of its employees and raise their professional competence, each according to its specialization, regarding for the technicians, by sending them to technical courses abroad in India or Australia or the Netherlands for months, The managers are enrolled in administrative courses and internal or external courses in order to increase their productivity and raise their efficiency and speed of completion of work with complete accuracy and with the least effort, which makes the staff more efficient and productive with the least effort and in short time.

CONCLUSIONS AND RECOMMENDATIONS

By referring to the literature review, specifically under the subtitle 2.3.3 Provision of Knowledge in discussing the organization's motivation for innovation for its employees, Sameh (2010) noted that employee motivation practices for innovation are encouraging them to use the Internet, which is one of the fastest sources of knowledge, let employees visit other

companies to learn and take the experience from others. Unfortunately, in the NSA there are sections that do not have the internet, also the use of smart phones is prohibited through which the employee can use the internet. In addition, the NSA does not allow its employees to visit other companies for the purpose of learning and benefiting from their expertise. On the contrary, other organizations send their employees to the NSA for the acquisition of knowledge and training.

Referring to Literature Review specifically under the title of 2.3 Principle and Practices of Employee Motivation for Innovation (Sameh, 2010), officials in the organization must grant staff the authority to make decisions by giving them the freedom to express and express opinions that develop their work practices, and from the questionnaire and personal interviews with officials shows that the NSA applies what have mentioned by (Sameh, 2010).

It can be argued that the dissertation has achieved all three objectives which was the basis for the completion of the dissertation. After collecting data from various sources and analyzing the responses of the staff involved in the questionnaire, the vulnerability of human resource innovation practices in many HR activities in NSA was stated, for example recruitment and annual staff assessment, for innovation and those practices were compared with the practices and principles reviewed in the literature review to show the default in the NSA.

Through the monitoring, it became clear that the NSA is still a large part of the work of the Human Resources Department is traditionally, and this makes the employee limited thinking in terms of development and innovation, where paper correspondence continues between the department and another and still paper correspondence between the NSA and other external bodies except those received from developed countries such as the United States of America or the European Union or the United Kingdom, these countries rely on digital techniques in correspondence and exchange of information. As for the IT branch, the employees still deal only with the small and surface problems of the NSA Network, but the large and complex problems are solved only with external assistance. Those practices need proposals to improve them, and the proposals will be mentioned in the final chapter of the dissertation. The latest technologies used in human resources, and the newly entered techniques in NSA are heavily relied upon in the process of keeping employees data and other programs that facilitate communication between the staff of different departments in NSA and HR staff. There are many other programs and techniques that facilitate the human resources innovation practices which will soon be employed in the NSA, e.g. electronic signature technology and some techniques used in the evaluation of employees in terms of performance and skills, and e-recruitment.

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