INVESTIGATING THE RELATIONSHIP BETWEEN STRATEGIC FORESIGHT AND PERFORMANCE: CASE STUDY OF RAS AL KHAIMAH (RAK) POLICE IN UAE

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ABSTRACT

Objective: This study investigates the impact of strategic foresight on the performance of the Ras Al Khaimah (RAK) Police General Headquarters in the United Arab Emirates (UAE), addressing the lack of empirical evidence on its role in enhancing organizational resilience within policing contexts

Research Method: A quantitative research design was employed, collecting data through a structured questionnaire administered to employees in the Strategic Department of RAK Police. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used for hypothesis testing, with analyses conducted using SPSS and SmartPLS software.

Findings: The results of the study indicate that strategic foresight practices have a significant positive impact on the organizational performance of RAK Police. Specifically, environmental scanning was found to enhance performance by 26% ($\beta = 0.260$, $p < .001$), demonstrating that systematic monitoring of socio-political, economic, and technological developments enables the agency to anticipate threats and make informed decisions. Integration capabilities contributed a 35% improvement ($\beta = 0.347$, $p < .001$), highlighting the importance of embedding foresight insights into internal processes and decision-making frameworks to enhance organizational adaptability. Furthermore, strategic choice capabilities led to a 38% increase in performance ($\beta = 0.380$, $p < .001$), emphasizing the value of flexible decision-making structures that allow the agency to adjust strategies in response to evolving circumstances. Collectively, these findings underscore that environmental scanning, integration, and strategic choice work synergistically to optimize law enforcement outcomes and strengthen overall organizational effectiveness.

Originality: This study provides empirical evidence supporting strategic foresight as a key driver of performance in the policing sector in the UAE. It offers practical insights for policymakers and public security practitioners and highlights the value of institutionalizing foresight practices to proactively navigate emerging threats and opportunities. Future research could examine potential mediating or moderating factors such as leadership style, technological innovation, and organizational culture.

Keywords: Strategic Foresight, Organizational Performance, RAK Police, PLS-SEM, Law Enforcement Strategy

1. INTRODUCTION

Public organizations operate in increasingly complex and uncertain environments that demand agility, adaptability, and innovation to ensure public safety, enforce laws, and manage resources effectively (Al Ketbi, 2015). Within the United Arab Emirates (UAE), the police sector faces additional pressures arising from rapid socio-political, technological, and demographic transformations. These shifts necessitate a forward-looking strategic approach that enables institutions to anticipate future challenges and opportunities. In this context, strategic foresight—the capacity to systematically explore, anticipate, and prepare for possible futures—has emerged as a critical capability for strengthening organizational resilience and long-term performance (Wright & Cairns, 2011).

The UAE Government, through the Government Excellence System, has emphasized future-oriented governance, advocating the integration of foresight, innovation, and data-driven decision-making into public administration (Asmai et al., 2022). However, despite these initiatives, empirical studies examining the operationalization of strategic foresight in UAE public sector organizations, especially within law enforcement agencies, remain limited. As the UAE strives toward sustainable and secure societal development, understanding how foresight capabilities influence the performance of policing institutions has become increasingly important.

Strategic foresight enables organizations to enhance performance by fostering preparedness, adaptability, and strategic innovation (Al Marzooqi et al., 2021). In the public sector context, it supports proactive responses to emerging threats, efficient resource allocation, and enhanced service delivery. The effectiveness of foresight, however, depends on how well it is embedded into organizational practices. Scholars have identified three key dimensions of foresight capability: environmental scanning, which involves systematically monitoring external trends and signals; integration capabilities, which focus on assimilating foresight insights into organizational learning and planning processes; and choice capabilities, which enable decision-makers to translate foresight into actionable strategies and policy choices (Rohrbeck & Kum, 2018). These dimensions collectively shape an organization's ability to anticipate, interpret, and respond to change effectively.

The Ras Al Khaimah (RAK) Police General Headquarters provides a relevant case for examining how strategic foresight influences performance outcomes in the UAE policing context. Like many public institutions, RAK Police faces challenges such as workforce turnover, structural changes, and increasing demands for service innovation (Asmai et al., 2022). These issues affect operational efficiency, community satisfaction, and institutional resilience. Strategic foresight practices—particularly effective environmental scanning, integration, and choice capabilities—can potentially strengthen performance by improving decision-making, enhancing adaptability, and fostering proactive problem-solving (Sotarauta et al., 2020).

Despite recognition of foresight's strategic importance, empirical evidence linking foresight dimensions to measurable police performance outcomes remains scarce. Existing literature has not sufficiently examined how foresight practices contribute to law enforcement effectiveness, particularly in relation to performance indicators such as crime prevention, operational efficiency, and public trust (Almansoori et al., 2021; Mostafa et al., 2021). This gap highlights the need for a structured model that empirically examines the relationship between strategic foresight and organizational performance within the UAE policing sector.

Accordingly, this study aims to model and investigate the relationship between strategic foresight and police performance within the RAK Police General Headquarters. Specifically, the study conceptualizes strategic foresight as a multidimensional construct consisting of environmental scanning practice, integration capabilities practice, and choice capabilities practice, and examines their combined effect on the Police Performance Index. By developing and empirically testing this model, the study seeks to contribute to a deeper understanding of how foresight-driven practices enhance institutional agility, operational efficiency, and sustainable performance in the UAE law enforcement context.

2. LITERATURE REVIEW

2.1 STRATEGIC FORESIGHT AND ORGANIZATIONAL PERFORMANCE

Strategic foresight has emerged as a pivotal practice for enhancing organizational performance, particularly within the public sector. By systematically anticipating potential future challenges and opportunities, foresight enables organizations to make informed decisions that enhance adaptability, resilience, and long-term sustainability (Wright & Cairns, 2011; Johnson & Smith, 2023). In law enforcement agencies, where socio-political dynamics, security threats, and technological innovations evolve rapidly, the integration of

foresight practices is essential for maintaining public safety and optimizing resource allocation (Al Ketbi, 2021; Kumar et al., 2023).

Several countries have recognized the value of institutionalizing foresight practices within their public governance systems. For instance, the establishment of Spain's National Office of Foresight and Strategy demonstrates a commitment to embedding foresight in policy-making, enabling governments to better navigate complex, uncertain futures (Gonzalez et al., 2023). Similarly, the United Kingdom's adoption of innovation-driven public administration, incorporating artificial intelligence and scenario planning, reflects a foresight-oriented approach to risk management and service delivery (Roberts, 2022; Lee & Chen, 2023). These examples illustrate how foresight fosters a proactive, future-oriented mindset that enhances performance and policy responsiveness in the public sector.

Despite its global recognition, empirical studies directly linking strategic foresight to performance outcomes in law enforcement remain limited, especially within the UAE context (Lari et al., 2020; Asmai et al., 2022). While the UAE's Government Excellence System advocates for future-oriented planning and innovation, limited evidence exists on how foresight initiatives affect tangible performance indicators such as crime reduction, community engagement, and operational efficiency (Al Mujaini et al., 2023; Patel et al., 2023). This underscores the need for a structured model that empirically tests the relationship between foresight practices and organizational performance within the UAE's policing sector.

2.2 DIMENSIONS OF STRATEGIC FORESIGHT

Strategic foresight is typically conceptualized as a multidimensional construct comprising three interrelated capabilities: environmental scanning, integration capabilities, and choice capabilities (Rohrbeck & Kum, 2018). These dimensions collectively shape an organization's ability to sense, interpret, and act upon emerging changes in its environment.

2.2.1 Environmental Scanning Practice

Environmental scanning refers to the systematic process of monitoring, collecting, and analyzing information about external trends, drivers, and weak signals that could influence organizational operations (Aguilar, 1967; Daft & Weick, 1984). In law enforcement, this includes monitoring crime patterns, socio-political developments, and technological advancements that may affect policing priorities and strategies. Effective environmental scanning allows police organizations to anticipate potential risks, allocate resources proactively, and adapt to changing societal needs (Wilson et al., 2023). When systematically applied, environmental scanning enhances situational awareness and contributes directly to operational readiness and performance outcomes.

2.2.2 Integration Capabilities Practice

Integration capabilities involve the ability of an organization to assimilate foresight insights into its internal structures, processes, and culture (Rohrbeck & Bade, 2012). This practice ensures that future-oriented knowledge gathered through scanning activities informs strategic planning, policy formulation, and organizational learning. For police institutions, integration capabilities facilitate alignment between foresight outcomes and core operational functions such as crime prevention, workforce planning, and technology adoption (Lari et al., 2020). Strong integration mechanisms promote knowledge sharing, cross-departmental collaboration, and institutional learning, thereby enhancing long-term performance sustainability.

2.2.3 Choice Capabilities Practice

Choice capabilities represent an organization's ability to translate foresight insights into concrete strategic actions and policy decisions (Tsoukas & Shepherd, 2004). In policing, this capability reflects how decision-makers use foresight data to prioritize interventions, allocate budgets, and design adaptive responses to emerging threats. Robust choice

capabilities enable law enforcement agencies to implement proactive, evidence-based strategies rather than reactive measures. This decision-oriented dimension of foresight strengthens organizational agility and responsiveness, key determinants of high performance in dynamic security environments (Sotarauta et al., 2020).

2.3 Strategic Foresight and Police Performance

The Police Performance Index (PPI) is a multidimensional measure that captures key indicators such as crime reduction, response times, community satisfaction, and operational efficiency. Empirical research suggests that foresight-driven organizations demonstrate superior performance across these indicators by fostering preparedness, innovation, and evidence-based decision-making (Tan & Wong, 2023; Davies, 2023). For instance, Singapore's Police Force has successfully integrated AI-enabled foresight tools to anticipate crime trends and optimize patrol planning, while the FBI's strategic intelligence framework demonstrates how foresight improves information gathering and risk assessment (Davies, 2023).

However, challenges persist in institutionalizing foresight practices within law enforcement organizations. Barriers such as bureaucratic inertia, resistance to change, limited technical capacity, and ethical concerns surrounding predictive analytics often constrain effective implementation (Hassan & Rahman, 2024; Morgan et al., 2023). Overcoming these challenges requires leadership commitment, capacity building, and clear governance frameworks that ensure foresight practices align with ethical and legal standards.

3. METHODOLOGY

This study adopted a quantitative research design to examine the relationship between strategic foresight and organizational performance within the Ras Al Khaimah (RAK) Police General Headquarters, United Arab Emirates. Data were collected from 357 employees in the Strategic Department, selected for their direct involvement in foresight and planning activities. A structured questionnaire, developed from an extensive literature review, was used to measure the independent and dependent variables. The independent variable, strategic foresight, was conceptualized as a multidimensional construct comprising environmental scanning practice, integration capabilities practice, and choice capabilities practice. The dependent variable, the Police Performance Index (PPI), captured key indicators such as operational efficiency, community engagement, innovation, and service quality.

All items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The instrument was reviewed by academic experts and senior police officers to ensure content validity and contextual relevance. Data collection was conducted through both electronic and paper-based surveys, yielding a valid response rate of 89.3%. The data were analysed using SPSS for descriptive statistics and reliability testing, and SmartPLS 4 for Partial Least Squares Structural Equation Modelling (PLS-SEM). This analytical approach enabled the examination of both direct and indirect relationships between the dimensions of strategic foresight and the Police Performance Index, providing empirical insights into how foresight-driven practices enhance organizational performance within UAE law enforcement agencies.

4. MODELLING ANALYSIS

This section presents the results of the modeling analysis conducted to examine the relationship between the dimensions of strategic foresight namely environmental scanning practice, integration capabilities practice, and choice capabilities practice and the Police Performance Index (PPI) at the Ras Al Khaimah (RAK) Police General Headquarters, United Arab Emirates. The analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS 4, which is suitable for testing complex models involving multiple latent constructs. The structural model, illustrated in Figure 1,

presents the results of the modeling analysis and depicts the relationships between the dimensions of strategic foresight and RAK Police performance.

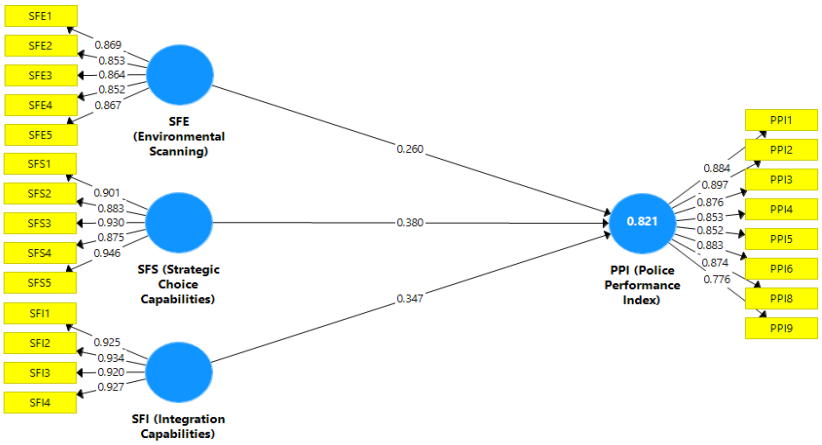

Figure 1: Structural Model

4.1 MEASUREMENT MODEL ASSESSMENT

4.1.1 Reliability Assessment

Reliability evaluates the consistency and stability of measurement scales, ensuring that constructs are free from random errors and yield dependable results over time (Lowry & Gaskin, 2014). In Partial Least Squares Structural Equation Modeling (PLS-SEM), composite reliability is considered a more accurate indicator of internal consistency compared to Cronbach's alpha (Hair et al., 2011). A minimum threshold value of 0.7 is generally required for acceptable reliability, although 0.6 is still acceptable for newly developed scales (Chin, 1998).

As shown in Table 1, all constructs recorded Cronbach's alpha, rho_A, and composite reliability values exceeding the recommended thresholds, confirming that the measurement models exhibit strong reliability and internal consistency.

Table 1: Measurement Models Reliability

Constructs	Cronbach's Alpha	Composite Reliability
PPI (Police Performance Index)	0.951	0.959
SFE (Environmental Scanning)	0.913	0.935
SFI (Integration Capabilities)	0.945	0.961
SFS (Strategic Choice Capabilities)	0.946	0.959

All reliability indicators exceed the standard threshold of 0.7 (Wong, 2013), demonstrating that the constructs possess excellent internal consistency and meet the reliability requirements.

4.1.2 Discriminant Validity

Discriminant validity assesses the extent to which each construct in a model is distinct and measures a unique concept (Memon & Rahman, 2013). In this study, discriminant validity was evaluated solely using the Heterotrait-Monotrait (HTMT) ratio criterion, which has gained strong theoretical and empirical support as a reliable method (Henseler et al., 2015).

The HTMT ratio represents the average of correlations across different constructs relative to correlations within the same construct. Discriminant validity is established when

HTMT values are below 0.85 (conservative threshold) or below 0.90 (liberal threshold) (Henseler et al., 2015).

Table 2: Discriminant Validity using HTMT Ratio Criterion

Constructs	**PPI**	**SFE**	**SFI**	**SFS**
PPI (Police Performance Index)	—			
SFE (Environmental Scanning)	0.842	—		
SFI (Integration Capabilities)	0.898	0.807	—	
SFS (Strategic Choice Capabilities)	0.890	0.754	0.865	—

As shown in Table 2, the highest HTMT ratio (0.898) occurs between PPI and SFI, followed by PPI and SFS (0.890). Both values are below the liberal threshold of 0.90, while the remaining ratios are under the conservative threshold of 0.85. Therefore, all constructs satisfy the HTMT criterion, confirming that the measurement models exhibit adequate discriminant validity.

4.2 STRUCTURAL MODEL ASSESSMENT

4.2.1 Coefficient of Determination (R^2) Assessment

The coefficient of determination (R^2) evaluates the explanatory power of the structural model, indicating how much variance in the endogenous construct is explained by the exogenous constructs (Hair et al., 2011; Memon & Rahman, 2013; Wong, 2016). A higher R^2 value reflects stronger predictive accuracy and overall model quality. According to Hair et al. (2014), R^2 values of 0.25, 0.50, and 0.75 represent weak, moderate, and substantial levels, respectively, although acceptable thresholds may vary across disciplines.

Table 3: R^2 Assessment

Constructs	**R Square**
PPI (Police Performance Index)	0.821

As shown in Table 3, the structural model produced an R^2 value of 0.821 and an adjusted R^2 of 0.820 for the dependent construct, Police Performance Index (PPI). This indicates that 82% of the variance in police performance is explained by environmental scanning, integration capabilities, and strategic choice capabilities. The result surpasses the 0.75 benchmark for substantial predictive power, confirming that the model demonstrates high explanatory strength and strong predictive accuracy (Hair et al., 2014; Wong, 2016).

4.2.2 Predictive Relevance (Q^2) Assessment

The predictive relevance (Q^2) of a structural model evaluates its ability to accurately predict observed data for endogenous constructs (Wong, 2016). It is measured using Stone-Geisser's Q^2 statistic through the cross-validated redundancy approach, which employs a blindfolding procedure that omits part of the data and predicts the omitted portion using model estimates (Hair et al., 2011; Hair et al., 2014). A Q^2 value greater than 0 indicates that the model has predictive relevance, while negative or zero values imply a lack of predictive capability (Chin, 1998).

Table 4: Predictive Relevance (Q^2)

Constructs	**SSO**	**SSE**	**Q^2 (= 1 - SSE/SSO)**
PPI (Police Performance Index)	2808.000	1111.446	0.604
SFE (Environmental Scanning)	1755.000	1755.000	—
SFI (Integration Capabilities)	1404.000	1404.000	—

SFS (Strategic Choice Capabilities)	1755.000	1755.000	—

As shown in Table 4, the Police Performance Index (PPI) recorded a Q^2 value of 0.604, which is well above zero, demonstrating that the model possesses strong predictive relevance. This result confirms that the endogenous construct (PPI) is accurately predicted by its exogenous constructs—environmental scanning, integration capabilities, and strategic choice capabilities—indicating that the structural model has good predictive accuracy and relevance (Hair et al., 2014; Wong, 2016).

4.2.3 Hypotheses Testing

Based on the modelling analysis, the results of hypothesis testing for the three proposed relationships are summarized as follows:

4.2.3.1 Relationship between SFE and PPI

This sub-section examines the relationship between Strategic Environmental Scanning (SFE) and the Police Performance Index (PPI) to determine whether environmental scanning practices under strategic foresight significantly influence organisational performance. The analysis evaluates the direct effect of SFE on PPI using path coefficient estimates derived from the structural model. The results of this hypothesis testing are presented in Table 5 below.

Table 5: SFE and PPI

Paths	**Path coefficient**	**Standard Error**	**T-Statistics**	**P Values**	**Remark**
SFE -> PPI	0.260	0.043	6.010	**0.000**	Significant

Table 5 presents the hypothesis testing results for the relationship between Strategic Environmental Scanning (SFE) and the Police Performance Index (PPI) of RAK Police in the UAE. The findings indicate that SFE has a significant positive impact on PPI ($\beta = 0.260$, $t = 6.010$, $p < 0.001$). Therefore, the hypothesis stating that "Environmental scanning practice of strategic foresight has a significant positive effect on organisational performance" is accepted.

This result implies that a one-unit increase in strategic environmental scanning practice leads to a 0.260-unit improvement in police performance. Practically, a 100% enhancement in environmental scanning efforts is expected to increase organisational performance by approximately 26%, underscoring the importance of proactive and systematic environmental scanning in strengthening institutional effectiveness.

4.2.3.2 Relationship between SFI and PPI

This sub-section investigates the effect of Strategic Integration Capabilities (SFI) on the Police Performance Index (PPI) to determine whether integration capabilities within strategic foresight contribute significantly to organisational performance. The analysis assesses the direct relationship between SFI and PPI using the path coefficient from the structural model. The results of this hypothesis testing are summarised in Table 6.

Table 6: SFI and PPI

Paths	**Path coefficient**	**Standard Error**	**T Statistics**	**P Values**	**Remark**
SFI -> PPI	0.347	0.056	6.199	**0.000**	Significant

As shown in Table 6, the findings indicate that SFI has a significant positive impact on PPI ($\beta = 0.347$, $t = 6.199$, $p < 0.001$). Therefore, the hypothesis stating that "Integration

capabilities practice of strategic foresight has a significant positive effect on organisational performance" is accepted. This implies that a one-unit increase in strategic integration capabilities results in a 0.347-unit improvement in police performance. In practical terms, a 100% enhancement in integration capabilities is expected to improve organisational performance by approximately 35%, highlighting the critical role of integration capabilities in achieving effective police performance.

4.2.3.3 Relationship between SFS and PPI

This sub-section examines the influence of Strategic Choice Capabilities (SFS) on the Police Performance Index (PPI) to assess whether the implementation of choice capabilities under strategic foresight significantly enhances organisational performance. The direct effect of SFS on PPI was evaluated using the path coefficient from the structural model. The results are presented in Table 7.

Table 7: SFS and PPI

Paths	Path coefficient	Standard Error	T Statistics	P Values	Remark
SFS -> PPI	0.380	0.054	6.972	**0.000**	Significant

As shown in Table 7, the findings indicate that SFS has a significant positive effect on PPI ($\beta = 0.380$, $t = 6.972$, $p < 0.001$). Therefore, the hypothesis stating that "Choice capabilities practice of strategic foresight has a significant positive effect on police performance index" is accepted. This implies that a one-unit increase in strategic choice capabilities leads to a 0.380-unit improvement in police performance. Practically, a 100% enhancement in choice capabilities is expected to improve police performance index by approximately 38%, highlighting the critical contribution of strategic choice capabilities to effective policing outcomes.

5. DISCUSSIONS ON THE FINDINGS

The findings from the study of RAK Police General Headquarters reveal a strong positive relationship between strategic foresight practices and organizational performance. Specifically, the three key foresight practices; environmental scanning, integration capabilities, and strategic choice that were all found to significantly enhance the Police Performance Index (PPI), confirming the proposed hypotheses. These results are consistent with previous research highlighting the role of strategic foresight in fostering organizational agility, proactive problem-solving, and adaptive capacity (Brown et al., 2023).

A significant observation is the positive impact of environmental scanning on performance. Law enforcement agencies that continuously monitor socio-political, economic, and technological developments are better positioned to anticipate emerging threats and make informed operational decisions (Zhang & Li, 2023). In this study, environmental scanning contributed a 26% improvement in organizational performance, emphasizing its role in transforming external insights into actionable strategies that enhance public safety and institutional resilience (Garcia et al., 2023).

The results also highlight the importance of integration capabilities, which involve embedding foresight insights into internal processes and decision-making frameworks. The study shows that integration capabilities significantly strengthen organizational adaptability, with a one-unit increase leading to a 35% improvement in police performance. Agencies that align strategic foresight with operational and planning processes can respond more effectively to unexpected challenges, such as shifts in crime trends, policy changes, or technological disruptions (Lee et al., 2023).

Furthermore, strategic choice capabilities were found to have the strongest effect on performance, with a 38% improvement in PPI for a full-scale enhancement. This underscores the importance of flexible decision-making frameworks that allow law

enforcement agencies to adjust strategies in response to evolving circumstances. Incorporating strategic choice ensures that agencies remain proactive rather than reactive, enhancing operational efficiency while reinforcing public trust through evidence-based and forward-looking governance (Murphy et al., 2023).

The study demonstrates that strategic foresight is a practical and impactful approach for improving law enforcement performance. By systematically applying environmental scanning, fostering integration capabilities, and maintaining flexible strategic choices, RAK Police General Headquarters exemplifies how foresight-driven leadership can enhance operational effectiveness and organizational resilience. These findings underscore the necessity of embedding strategic foresight into public sector operational frameworks to navigate increasingly complex and uncertain environments successfully (Murphy et al., 2023).

6. CONCLUSIONS

The study confirms that strategic foresight practices; environmental scanning, integration capabilities, and strategic choice that play a vital role in enhancing law enforcement performance. By anticipating emerging challenges, enabling informed decision-making, and optimizing resources, these practices improve operational effectiveness and organizational adaptability. Embedding foresight into leadership, training, and operational strategies fosters a proactive, forward-looking culture, while leveraging advanced technologies further strengthens predictive and responsive capabilities. Overall, strategic foresight equips law enforcement agencies to be resilient, adaptable, and future-ready, ensuring sustained performance and public trust in increasingly complex environments.

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