

The Impact of Organizational Foresight on Strategic HRM in the Ministry of Interior UAE: The Mediating Effect of Job Analysis

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ABSTRACT

This review examines the influence of organizational foresight on strategic human resource management (SHRM) within the Ministry of Interior in the United Arab Emirates, with particular attention to the mediating function of future job analysis. Organizational foresight, understood as the capacity to anticipate forthcoming challenges and opportunities, is increasingly acknowledged as a crucial element for effective management in the public sector. Within the Ministry of Interior, integrating foresight with SHRM practices is pivotal for cultivating a workforce capable of adapting to future demands. The study emphasises the role of job analysis as a mediator that converts insights derived from foresight into practical human resource interventions, encompassing workforce planning, talent development, and competency enhancement. Methodologically, the paper employs a structured literature review, systematically examining existing empirical and theoretical studies to delineate the conceptual relationships between organizational foresight, future job analysis, and SHRM in the context of public administration. Through this comprehensive analysis, the study highlights the strategic importance of combining foresight with systematic future job analysis to improve human resource management outcomes. The findings provide actionable guidance for public sector institutions aiming to strengthen organisational adaptability and performance via proactive human resource strategies.

Keywords: Organizational Foresight, Strategic Human Resource Management, Future Job Analysis, Contingency Theory, Public Sector Innovation

INTRODUCTION

Over the past several decades, the United Arab Emirates (UAE) has experienced a profound transformation, evolving from an economy predominantly reliant on oil to one characterised by diversification and innovation (Crupi & Schiliro, 2023). Within the context of the Fourth Industrial Revolution, Human Resource Management (HRM) has assumed a central role in bridging technological advancement with effective people management (Margherita & Bua, 2021). To address forthcoming challenges, organisations are required to align HRM strategically with long-term objectives rather than confining it to routine administrative

functions. Strategic Human Resource Practices (SHRP) exemplify forward-looking, integrated approaches that connect workforce competencies with organisational competitive aims. Nevertheless, in numerous institutions, HRM remains largely reactive, failing to directly engage or motivate employees (Gavino et al., 2020), which frequently leads to dissatisfaction and disengagement (Chen et al., 2021).

A further dimension critical to effective SHRM is organisational foresight, defined as the structured capability to anticipate, interpret, and prepare for future developments that may impact strategies, operations, and sustained success (Zhang et al., 2023). Beyond forecasting change, organisational foresight enables decision-makers to translate early indicators from the external environment, including technological trends, labour market shifts, and policy changes, into informed HR strategies (Asif & Bakar, 2025). Utilising tools such as scenario planning, trend analysis, and horizon scanning, organisations can navigate uncertainty, identify emerging skill requirements, and devise adaptive workforce strategies. Within the public sector, and specifically the Ministry of Interior in the UAE, foresight is essential for anticipating security challenges, responding to technological disruptions, and maintaining workforce resilience in line with national priorities (Bobitan et al., 2024).

Future Job Analysis functions as a pivotal link that operationalises organisational foresight within SHRM. It translates foresight-derived insights regarding forthcoming conditions into actionable HR initiatives, including defining evolving job roles, required competencies, and workforce structures (Allam et al., 2022). In essence, foresight articulates the anticipated trajectory, while job analysis converts this vision into concrete data applicable to recruitment, training, and succession planning. This mediating function is crucial, as foresight without structured job analysis remains conceptual and disconnected from practical implementation. By systematically evaluating present and anticipated job requirements, organisations can ensure HR practices are strategically aligned, thereby enhancing adaptability, talent development, and organisational preparedness.

The absence of a structured job analysis that connects organisational foresight to SHRM constitutes a significant strategic shortfall. While foresight equips institutions to monitor emerging trends, conduct scenario exercises, and envisage multiple potential futures, such insights frequently remain confined to strategic or innovation units and fail to influence HR planning (Ambrosat & Grünwald, 2023; Fareed et al., 2020). Consequently, SHRM may lag behind technological advances, workforce transitions, and security imperatives, which are particularly pertinent for the Ministry of Interior. Future Job Analysis offers a practical means of implementing foresight by identifying forthcoming job demands, evolving competencies, and changing workforce roles. It ensures HR planning, workforce development, and talent acquisition adopt a proactive rather than reactive stance (Fergnani, 2022; Malik et al., 2022). Despite its criticality, existing literature suggests that foresight is seldom integrated into HRM, resulting in missed opportunities to future-proof organisations (Haarhaus & Liening, 2020). Accordingly, this study recognises Future Job Analysis as a crucial intermediary linking foresight with SHRM to enhance strategic alignment and adaptability.

The Ministry of Interior operates within one of the most culturally heterogeneous labour markets worldwide. The UAE hosts over 200 nationalities, with expatriates comprising approximately 80 to 90 per cent of the national workforce (UAE Ministry of Foreign Affairs, 2023). This demographic composition is reflected in the Ministry's workforce, which is highly diverse and multicultural, mirroring the broader societal fabric of the UAE (Ahamat

et al., 2024). Managing such diversity presents unique challenges for HR leaders, particularly in promoting inclusion, ensuring effective communication, and providing equitable career progression opportunities (Ahamat et al., 2024). Simultaneously, digital transformation initiatives aimed at modernising HR systems necessitate coordinated planning and continuous capability development (Fenech et al., 2019). These conditions underscore the necessity of integrating organisational foresight and Future Job Analysis to strengthen SHRM practices and enhance workforce agility within the UAE public sector context.

LITERATURE REVIEW

Recent studies indicate that a major challenge for public-sector institutions, including the MoI, is the anticipation and management of evolving workforce demands arising from digital transformation. Research on e-government initiatives within the Gulf region underscores the increasing adoption of robotics, automation, and cloud-based systems in public administration (Almutairi et al., 2025; Younus et al., 2024). These technological developments necessitate strategic foresight to evaluate how emerging technologies reshape job roles and required competencies, while ensuring that employees develop future-oriented skills through ongoing learning and capability enhancement (Bobitan et al., 2024).

Strategic Human Resource Management

Organizational foresight can also yield significant insights for SHRM (Jayarathna et al., 2026). Modern organizations must exert greater effort than previously to not only future-proof their business models but also their internal structures. While foresight processes typically pursue multiple objectives, “hard” goals such as long-term strategic planning for HR remain central (Fergnani, 2022). Organizational foresight, advanced business analytics, and HRM have been identified as critical factors that shape how contemporary organizations adapt operational practices through Future Job Analysis. In this context, the need for efficient and effective HRM, combined with rapid technological advancements and growing stakeholder expectations, has prompted organizations to adopt practices such as organizational foresight. However, Ambrosat and Grünwald (2023) observed that organizational foresight is predominantly conducted within strategy and innovation units, with HRM and organizational development assuming a secondary role. Strategic organizational insight can contribute to competitive advantage and proactively influence future success factors, yet its integration with SHRM, particularly in the UAE and broader Middle Eastern context, remains largely underexplored. Thite (2020) further noted that complex transformation initiatives place substantial emphasis on SHRM and organizational development measures to manage change, including the acquisition of new competencies and the implementation of targeted training programs, such as training in organizational insight. These observations reveal inconsistencies in the literature and highlight the need for additional research on SHRM, especially within the UAE and Middle Eastern context, where empirical evidence remains scarce.

Organizational Foresight

Organizational foresight, often referred to as strategic foresight, denotes an institution’s capacity to anticipate and prepare for future environmental changes, challenges, and opportunities (Yildiz & Aykanat, 2021). It enables organizations to systematically scan external factors, including industry trends, market shifts, technological innovations, and

regulatory developments, and to analyse these insights to identify potential disruptions and opportunities that could influence operations (Asif & Bakar, 2025). Through the creation and evaluation of multiple future scenarios, organizations can envisage a variety of potential outcomes, thereby enhancing preparedness for uncertainty (Iriani et al., 2024). By incorporating scenario-derived insights into strategic decision-making, organizational foresight supports the formulation of long-term objectives, goals, and resource allocations that remain resilient and adaptable in the face of change (Fergnani, 2022). It also fosters a culture of innovation and adaptability, encouraging experimentation, agility, and continuous learning, which equips employees to respond effectively to evolving challenges and opportunities (Saoula et al., 2019). Furthermore, continuous monitoring of external factors, including regulatory shifts, market dynamics, and technological progress, informs SHRM practices, ensuring that HR strategies remain aligned with broader industry and socioeconomic transformations (Jiang et al., 2023). Despite its significance in enhancing strategic agility and organizational resilience, the linkage between organizational foresight and SHRM remains underexplored, particularly in the UAE and Middle Eastern context, where rapid economic growth and dynamic institutional environments prevail.

Future Job Analysis

The nature of work is experiencing rapid transformation due to technological innovation, demographic changes, and shifting societal trends. Future Job Analysis encompasses the anticipation of skills, roles, and competencies likely to be in demand in the coming years (Loghmani et al., 2023). It informs strategic decision-making by identifying emerging skill requirements and workforce gaps, enabling organizations to align recruitment, training, and development initiatives with future workforce needs and maintain long-term competitiveness (Thite, 2020). Moreover, it supports the anticipation of job trends, allowing institutions to attract, retain, and develop talent effectively, while facilitating proactive succession planning and cultivating a diverse talent pipeline capable of meeting evolving organizational demands (Bani-Melhem et al., 2024).

Future Job Analysis also promotes lifelong learning and career adaptability, equipping individuals to navigate a rapidly evolving labour market. It involves examining macroeconomic, technological, and societal trends to identify emerging job sectors and competencies (Ahamat et al., 2024). Trend analysis offers insights into future labour market dynamics and informs strategic workforce planning. It further enables scenario planning, through which multiple potential futures are constructed based on varying assumptions and uncertainties, allowing organizations to anticipate disruptions and develop contingency strategies, thereby enhancing resilience. The role of Future Job Analysis is critical for managing the complexities of an evolving labour market. By forecasting job trends and required competencies, organizations can implement strategies to attract, retain, and develop talent effectively (Ambrosat & Grünwald, 2023). Simultaneously, individuals can proactively plan career pathways and acquire the skills needed for future roles. As technological advancements continue to reshape work, Future Job Analysis remains a pivotal mechanism for supporting organizational success and individual career development. Consequently, this study examines its mediating role between organizational foresight and SHRM, focusing on its methodologies, strategic significance, and practical implications for the MoI.

Underpinning Theories

The primary objective of this study is to examine the mediating role of Future Job Analysis between organizational foresight and SHRM. Organizational foresight is underpinned by Dynamic Capability Theory, as it can be conceptualised as a dynamic resource enabling the MoI to adapt and respond to emerging challenges. Additionally, the relationships involving Future Job Analysis and SHRM can be interpreted through the lens of Contingency Theory, which emphasises the alignment of HR practices with situational and environmental factors. A detailed discussion of both theoretical frameworks is provided below.

A. Dynamic Capability View

The Dynamic Capability View (DCV) is a strategic management framework that highlights an institution's capacity to adapt and innovate in response to evolving environmental conditions (Belhadi et al., 2022). According to DCV, sustained competitive advantage arises not merely from possessing resources and capabilities, but from the organization's ability to dynamically reconfigure these resources in response to environmental shifts (Chatterjee et al., 2022). The framework underscores the importance of sensing changes in the external environment and subsequently realigning internal resources and capabilities to address emerging challenges. DCV emphasises the integration of diverse organizational capabilities to generate new value. Within the context of SHRM, this entails the ability to rapidly adapt analytics processes, models, and frameworks to respond to novel business challenges and opportunities. Organizations endowed with strong dynamic capabilities can reconfigure their analytics and operational capacities swiftly to capitalise on emerging trends, seize opportunities, and mitigate risks. Innovation is central to this framework, as it sustains competitive advantage over time.

Regarding organizational foresight, DCV highlights the necessity of continuous innovation and experimentation with new data sources, tools, and business models to generate additional value. Organizations with robust dynamic capabilities renew their competencies through technological investment, the promotion of a culture of innovation, and the facilitation of collaboration and knowledge sharing across organizational units (Awain et al., 2024). From the DCV perspective, organizational foresight functions as a critical sensing capability, enabling an organization to anticipate opportunities and threats and proactively shape strategy in response to environmental changes (Awain et al., 2024). Institutions with strong dynamic capabilities establish mechanisms for the continuous scanning of the business environment to detect emerging trends, technologies, and market shifts. By leveraging data analytics, market intelligence, and other sensing tools, organizations can identify early signals of change and anticipate potential developments before they fully materialise.

DCV thus provides a comprehensive framework for understanding how organizations can harness organizational foresight to adapt to dynamic environments, integrate capabilities, foster knowledge creation, enhance flexibility, and achieve strategic objectives (Alam et al., 2025). By cultivating dynamic capabilities within the domain of foresight, organizations position themselves to sustain competitive advantage through SHRM, anticipating future changes, adapting proactively, and seizing strategic opportunities. In this study, DCV underpins the relationships among the key constructs. Organizational foresight represents the sensing capability to detect and interpret forthcoming changes; Future Job Analysis functions as a reconfiguration mechanism that converts foresight-driven insights into practical HR actions; and SHRM constitutes the seizing capability, aligning workforce strategies with anticipated

challenges and opportunities. In conclusion, DCV emphasises an organization's capacity to adapt, integrate, and reconfigure internal and external resources in response to environmental changes. The framework offers a robust lens for understanding the interplay between organizational foresight and SHRM, illustrating how HR practices operationalise dynamic capabilities to maintain an adaptable, skilled, and engaged workforce (Allam et al., 2022).

B. Contingency Theory

Contingency Theory in organizational management posits that there is no universal approach applicable to all contexts, advocating instead for the adaptation of management practices according to situational requirements (Britt, 2020). In the context of Future Job Analysis, a single, static assessment is insufficient within a rapidly evolving work environment. Future Job Analysis must be responsive to changing conditions, including technological innovations, shifts in market demands, and modifications to organizational structures (Yusuf et al., 2023). The theory identifies various contingent factors that influence the effectiveness of management practices. Accordingly, Future Job Analysis should incorporate these factors when evaluating job roles and associated requirements (Ahamat et al., 2024). It should also be treated as a continuous process rather than a one-off exercise, with HR professionals regularly reviewing and updating job roles to ensure alignment with organizational objectives and environmental changes (Loghmani et al., 2023). Furthermore, Contingency Theory emphasises that effective management practices must be adaptive to external environmental changes.

Similarly, SHRM requires HR professionals to respond proactively to developments in the labor market, technological progress, industry trends, and regulatory shifts (Nastase et al., 2025). HR strategies must evolve to address emerging challenges and opportunities, such as workforce demographic changes, globalisation, and variations in consumer preferences. Therefore, Contingency Theory provides a robust conceptual framework for understanding the mediating role of Future Job Analysis between organizational foresight and SHRM. By highlighting the need for alignment with specific situational variables, including technological change, workforce dynamics, and environmental uncertainty, the theory underscores that HR strategies and job designs must remain flexible and context-sensitive. Consequently, Contingency Theory offers valuable insights into how Future Job Analysis bridges organizational foresight and SHRM, ensuring HR practices are both adaptive and strategically aligned.

C. Selection of Underpinning Theories

The selection of DCV and Contingency Theory as the theoretical foundations for this study is justified by their strong alignment with the core constructs and the overarching objectives of the research. Both frameworks complement one another in explaining how organizations anticipate, interpret, and respond to future challenges through strategically integrated HR practices. DCV was adopted because it provides a robust explanation of how organizations develop the capacity to sense emerging changes, seize opportunities, and reconfigure internal resources to sustain long-term competitiveness (Belhadi et al., 2022). Within this study, organizational foresight embodies the sensing capability, while Future Job Analysis operates as the reconfiguration mechanism that converts foresight-derived insights into actionable HR strategies. SHRM, in turn, represents the seizing capability, enabling the MoI to prepare its workforce for forthcoming demands. Consequently, DCV offers a comprehensive framework for understanding how foresight-driven insights are translated into dynamic HR capabilities.

Contingency Theory was chosen because it underscores the necessity for organizational practices to align with situational variables, including technological change, environmental uncertainty, workforce dynamics, and strategic priorities (Yusuf et al., 2023). This perspective supports the view that Future Job Analysis cannot be treated as static; rather, job roles and competency requirements must continuously adapt to evolving internal and external conditions. By mediating the link between organizational foresight and SHRM, Contingency Theory emphasises the importance of flexible, context-specific HR strategies responsive to both current and anticipated organizational environments. Together, DCV and Contingency Theory provide a coherent and mutually reinforcing theoretical foundation for the study. While DCV elucidates how organizations build, adapt, and renew capabilities, Contingency Theory explains why these capabilities must be responsive to environmental and situational contingencies. Their integration offers a strong rationale for the proposed relationships in the conceptual model and substantiates the mediating role of Future Job Analysis in translating organizational foresight into effective SHRM practices within the MoI.

Conceptual Framework and Research Hypotheses

This section examines how DCV and Contingency Theory underpin the conceptual framework of the study. Within this context, organizational foresight can be conceptualised as a dynamic capability that enables the MoI to sense and seize opportunities, as well as to reconfigure its resources and capabilities to address evolving internal and external demands (Belhadi et al., 2022). Consequently, the integration of organizational foresight into SHRM practices enhances dynamic capabilities and contributes to improved organizational performance. Contingency Theory, in contrast, posits that the effectiveness of SHRM practices is contingent upon a range of contextual factors, including the external environment, organizational structure, and workforce characteristics (Chourasia & Bahuguna, 2024). The theory emphasises that no single HRM strategy is universally effective; optimal outcomes occur when HR practices are aligned with situational requirements and environmental conditions. From this perspective, incorporating Future Job Analysis as a mediating variable is theoretically justified, as it functions as the adaptive mechanism connecting organizational foresight with SHRM. Future Job Analysis translates foresight-driven insights regarding anticipated changes, such as technological developments or workforce transitions, into actionable HR strategies by defining evolving roles, skill requirements, and competencies. This process ensures alignment between projected organizational needs and HR strategies, consistent with the Contingency Theory premise that organizational effectiveness depends on the fit between internal capabilities and external conditions. Accordingly, Contingency Theory provides a valuable lens for understanding how Future Job Analysis mediates the relationship between organizational foresight and SHRM, ensuring that HR strategies remain adaptive, responsive, and contextually appropriate. Figure 1 presents the proposed conceptual framework.

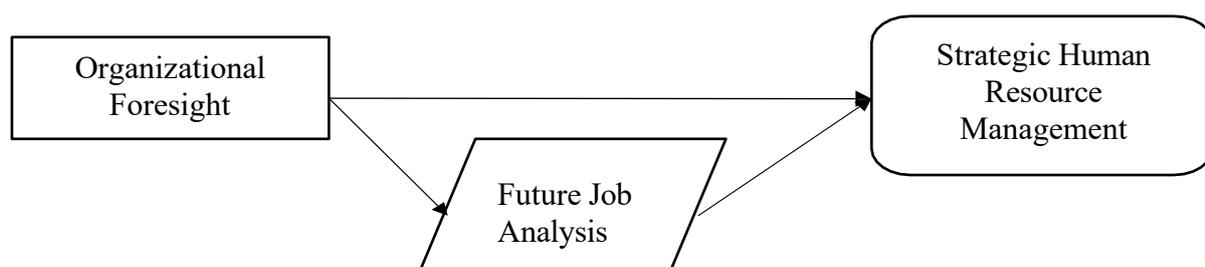


Figure 1: Conceptual Framework

Organizational Foresight and Strategic Human Resources Management

Prior research consistently indicates that organizational foresight strengthens SHRM by delivering anticipatory insights that enable HR strategies to align with future workforce requirements and environmental dynamics. Empirical evidence demonstrates that foresight facilitates targeted recruitment, competency-based training, and succession planning aimed at ensuring a workforce capable of meeting future demands (Ambrosat & Grünwald, 2023). Furthermore, organizations guided by foresight are better positioned to establish proactive HR systems that anticipate emerging skills and technological developments, thereby equipping employees to respond effectively to forthcoming challenges. Collectively, these findings highlight foresight as a strategic enabler that bridges environmental uncertainty with HR adaptability. Drawing on this theoretical and empirical foundation, the following hypothesis is proposed:

H1: Organisational foresight has a significant effect on strategic human resource management in the UAE ministry of Interior.

Organizational Foresight and Future Job Analysis

Organizational foresight is pivotal in shaping Future Job Analysis, as it enables institutions to anticipate environmental and technological changes that may alter work structures and required competencies. Through systematic environmental scanning and scenario planning, foresight generates insights regarding the likely evolution of occupations and skill demands, guiding HR teams in updating job descriptions, redesigning tasks, and aligning training programmes with projected trends (Fatol et al., 2025). For instance, the increasing adoption of automation and remote collaboration has led organizations to prioritise digital literacy, adaptability, and self-management as emerging competencies. When embedded within the Future Job Analysis process, foresight ensures that workforce planning is proactive rather than reactive, aligning HR strategies with long-term organizational objectives. Grounded in the principles of DCV, this relationship demonstrates how foresight facilitates the sensing of external shifts while Future Job Analysis enables the reconfiguration of internal roles and competencies to maintain competitiveness. Based on this rationale, the following hypothesis is proposed:

H2: Organisational foresight has a significant effect on future job analysis in the UAE Ministry of Interior.

Mediating Role of Future Job Analysis

Future job analysis functions as an essential mediating mechanism that translates the predictive Organizational foresight provides critical insights that inform strategic HR decisions and practices (Bobitan et al., 2024). By anticipating forthcoming technological, market, and skill changes, foresight equips organizations with knowledge of potential developments, while Future Job Analysis operationalises these insights by specifying the roles, competencies, and workforce structures required to respond effectively (Ambrosat & Grünwald, 2023; Mansour et al., 2025). This integrative process enables HR systems to redesign jobs, update career pathways, and implement re-skilling programmes that are aligned with anticipated transformations in the work environment.

From the perspective of Contingency Theory, Future Job Analysis ensures that SHRM practices remain aligned with foresight-driven environmental awareness, allowing

organizations to sustain responsiveness and agility amid evolving external conditions. Empirical evidence indicates that job analysis enhances adaptability and supports continuous learning, thereby reinforcing the connection between organizational foresight and strategic HR outcomes (Ambrosat & Grünwald, 2023). Consequently, Future Job Analysis functions as a critical mediating mechanism, translating foresight insights into actionable and forward-looking HR strategies.

H3: Future job analysis has a significant mediating effect between organisational foresight and strategic human resource management in the UAE Ministry of Interior.

RESEARCH METHODOLOGY

The objective of this study is to investigate the impact of organizational foresight on SHRM, with Future Job Analysis serving as a mediating mechanism. A quantitative, cross-sectional research design is employed to examine the proposed relationships among the variables. This design is appropriate for identifying associations that reflect current practices within a defined organizational context. The study focuses on the MoI in the UAE, selected due to its prominent role in public-sector digital transformation and ongoing efforts to modernize human capital management. The unit of analysis is the individual employee, as the study seeks to capture employee perceptions of foresight-driven HR activities and their implications for strategic HR practices. A structured survey is adopted as the primary instrument for data collection, given that questionnaires effectively capture responses from large samples and facilitate the testing of theoretical relationships (Zikmund et al., 2000). To ensure representativeness, probability sampling, specifically simple random sampling, is proposed, enabling generalisation of findings. Employees across different departments of the MoI are expected to participate through coordination with the HR Department, which will facilitate electronic distribution of the questionnaire via internal communication channels. To enhance content validity and reliability, the survey instrument is reviewed by subject-matter experts from both academic and professional HR backgrounds. A small-scale pilot test is conducted to assess clarity, response consistency, and overall design effectiveness prior to full-scale deployment.

For data analysis, both SPSS and SmartPLS are utilised. SPSS is employed in the preliminary stage to code responses, address missing values, and conduct descriptive analyses summarising demographic characteristics and item-level distributions. This ensures that the dataset is clean, structured, and suitable for advanced analysis. SmartPLS is then applied to perform Partial Least Squares Structural Equation Modelling (PLS-SEM), which is appropriate for evaluating complex relationships involving mediation. Using SmartPLS, the measurement model is assessed for reliability, convergent validity, and discriminant validity, while the structural model is examined to determine the significance and strength of the hypothesised paths. Bootstrapping procedures are applied to enhance the robustness of the results. Measurement items are adapted from established literature. Organizational foresight items are drawn from Ambrosat and Grünwald (2023) and Asif and Bakar (2025); Future Job Analysis items are sourced from Allam et al. (2022) and Mansour et al. (2025); and SHRM items originate from Ahamat et al. (2024). All constructs are measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The complete instrument and item sources are provided in the annex for reference.

CONCLUSION

The conceptual framework developed in this study, grounded in the literature review, addresses issues pertaining to SHRM. The review highlights the critical role of organizational foresight in shaping SHRM within the MoI of the UAE, with particular emphasis on the mediating function of Future Job Analysis. The findings indicate that organizational foresight, through proactive planning, environmental scanning, and future-oriented decision-making, substantially enhances the alignment of HR strategies with long-term institutional objectives. Future Job Analysis emerges as a pivotal enabler in this process, acting as a strategic mechanism that translates foresight-derived insights into practical HRM actions. For the MoI, embedding foresight within HR planning via systematic job analysis not only strengthens workforce preparedness but also advances the ministry's broader mandate of national security and public service excellence. Future research should investigate how technological innovations and data-driven foresight tools can further optimise this dynamic relationship, enhancing both strategic HR outcomes and organisational agility.

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