

# The Mediating Role Of Organizational Agility In The Relationship Between Innovation And Community Trust: An Empirical Study On Sharjah Police

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## **Abstract:**

*In addressing the need for evidence-based solutions to improve public sector performance and sustainability, this study explores the relationships between Innovation, Organizational Agility, and Community Trust among Sharjah Police. Data were collected from 117 officers and staff of Sharjah Police through a structured questionnaire with five-point Likert scale. Measurement model and structural model were tested by using Partial Least Squares Structural Equation Modeling (PLS-SEM) including mediation effects. The measurement model supported acceptable reliability and validity for all constructs. Structural model results showed that innovation has a strong positive effect on both organizational agility and community trust, and that organizational agility mediated the relationship between innovation and trust. The model had good explanatory and predictive power, especially for trust in the community ( $R^2 = 0.728$ ;  $Q^2 = 0.551$ ). This study contributes to Dynamic Capabilities Theory, Diffusion of Innovation Theory and Procedural Justice Theory by empirically establishing the dual pathway (direct and mediated) through which innovation builds trust. It provides practical evidence for the integration of agility-based approaches into the advancement of policing innovation programs, with policy implications that are in line with UAE Vision 2031 and Centennial 2071.*

**Keywords:** *Innovation in policing, Organizational agility, Community trust.*

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## 1. INTRODUCTION

In a era of accelerated technological change and shifting societal demands, policing organisations are faced with growing pressure to improve service quality, build confidence in the organisation, and find ways of promoting sustainable innovation. In particular in the United Arab Emirates (UAE), where national strategic agendas like UAE Vision 2021 and Centennial Plan 2071 place security, happiness and smart governance as a key state priority, police forces across the economy have adopted transformational approaches to community and operational excellence (UAE Government, 2021). The current organizational research focuses more on the importance of innovation and agility while discussing the resilience of the institution and sustainable service delivery during dynamic environments (Vasuki et al., 2025; Shaba et al., 2025). Against this background, innovation has become a key facilitator for the implementation of agile and citizen-friendly services of policing that can support the citizens' increasingly complex societies.

Innovation, broadly defined as the introduction of new ideas, technologies and processes to support organisational performance, has come to be increasingly viewed as transformative within law enforcement agencies around the world (Ratcliffe, 2016). In addition, the modern studies also associate creative and responsive practices with a higher level of stakeholder faith and resilience (Vasuki et al., 2025). But innovation itself does not necessarily lead to increased public trust. The capacity of law enforcement agencies to adapt to emerging technologies and changes in operational practices quickly and effectively (often called organizational agility) serves as a key mediating factor to ensure that innovation will result in substantive changes in community perceptions of service quality and integrity.

In this context, this study is based on the contributions from literature, the relationship between organizational agility, mediation mechanisms, and innovation initiatives, so seeking the effects of innovation initiatives on the trust degree of community on the service of police directly, as well as indirectly through the agility of the organization. While innovative technologies such as AI-powered surveillance systems, blockchain-enabled case management, and predictive analytics have been heavily invested in by policing agencies in the UAE, it remains unclear whether these new technologies directly contribute to the development of community trust (Dubai Police, 2023). Limited evidence suggests

innovation may have a positive impact on citizen satisfaction (Griffiths 2020), but the mechanisms by which this is achieved (in particular, the potential mediating role of organisational agility) are yet to be understood in the UAE context.

In this study, innovation is conceptualized as a multi-dimensional construct consisting of seven dimensions: Novelty, Complexity, Impact (market/societal), Resource Intensity, Governance structure (Open vs. Closed Innovation), Temporal dynamics and Geographical scale. These dimensions summarize the variety and complexity of innovation projects, ranging from novelty of new ideas (Abernathy & Utterback, 1978; Christensen, 2015), operational complexity of implementing innovations (Garcia & Calantone, 2002; Henderson & Clark, 1990), wider-societarian or market impact (Archibugi, Filippetti & Frenz, 2013), resource intensity for innovation success (Eurostat, 2018), governance design (Chesbrough, 2003), temporal development of innovation (Geels, 2002), and the diffusion and spread of innovations across physical space (Rogers, Singhal, & Quinlan, 2014).

Organizational agility, which refers to the capability of organizations to quickly change directions and shift resources, and to respond proactively to society's needs, was found to be a determinant of success in modern-day policing (Teece, Peteraf, & Leih, 2016). And in most cases, without the agile domestic structures, new projects will end up being technological channeling investments with a societal impact that is only of secondary importance. Therefore, it becomes an important research exercise to explore the mediating role of organizational agility in explaining how innovation initiatives can truly generate sustainable community trust.

It is well known that public trust in law enforcement is one of the fundamental pillars that support proper community policing and sustainable public safety (Tyler, 2005). The main principle in the various and fast changing UAE setting is to establish and uphold the confidence of people especially in a multicultural society where the expectations of service quality are very high. In this paper community trust in policing is a multi-dimensional construct based on Reliability, Competence, Integrity, Fairness, Transparency and Empathy/Responsiveness (Sunshine and Tyler, 2003; Reisig and Lloyd, 2009; Hamm, Trinkner, and Carr, 2017).

To this end, the proposed study seeks to empirically explore the connections between innovation initiatives and organizational agility and the community trust in the Strategic Department of Sharjah Police. In particular, it investigates the following areas: (1) the direct impact of innovation on community trust in all its different dimensions; (2) how innovation initiatives can transform organizational agility; (3) the influence of organizational agility on community trust; and (4) whether innovation and its mediator, organizational agility, have a positive relationship. This study tries to fill a significant gap in the literature and provide practical recommendations that can be used by policing policymakers to improve service performance and citizen confidence in achieving national objectives, through a systematic survey-based study that seeks to target employees engaged in strategic planning, the implementation of innovation, and performance management.

## 2. THEORETICAL FOUNDATION

When developing the conceptual framework of the proposed study, it is important to base the research model on existing theoretical perspectives that describe the dynamic interrelationships involving innovation, organizational agility and community trust. This research is based on three theory complements, i.e., the Dynamic Capabilities Theory, the Diffusion of Innovation Theory, and the Procedural Justice Theory.

### *2.1 Dynamic Capabilities Theory*

This study is mainly based on the Dynamic Capabilities Theory (Teece, Pisano, and Shuen, 1997; Teece, Peteraf, and Leih, 2016). This theory implies that organizations should never stop developing, integrating and reconfiguring internal and external competencies in order to adapt to the fast changing environments. Dynamic capabilities involve the ability of an organization to identify opportunities and threats, capture opportunities, and stay competitive by changing its resource base.

Against this background, in policing organizations, innovation projects are viewed as efforts to feel and capture the new needs in the society whereas organizational agility is seen as the ability to quickly responds to the change by changing the way things are done in the organization. The Dynamic Capabilities Theory therefore describes the role of innovation as a driver, and the actual value is only achieved where police

institutions exhibit the relevant levels of agility to translate the functions of technology into increased service provision and citizens confidence. In this research, organizational agility is determined as mediating factor that relates innovation to community trust.

### ***2.2 Diffusion of Innovation Theory***

Applying the concept of public perception regarding innovation, Diffusion of Innovation Theory (Rogers et al., 2014) is also quite insightful. The theory argues that new ideas, technologies, or practices that want to be adopted and diffused in a social system are based on several characteristics including relative advantage, compatibility, complexity, trialability, and observability. The diffusion rate and success of innovation will affect the perception and the trust given by stakeholders including the citizens to the organization adopting the innovation.

The very existence of innovation is not the only reason why the community place their trust in the police, but the feeling that the community has with the innovations that have been made, how noticeable, understandable and useful these innovations will seem to the public. Therefore, the effective diffusion of innovation is directly connected to both the internal agility of the organization and the capacity to communicate the key innovative ideas and deliver them in a manner which appeals to the populace expectations.

### ***2.3 Procedural Justice Theory***

Finally, the theory of Procedural Justice (Tyler, 2005; Sunshine & Tyler, 2003) is used as the basis of understanding community trust in the police. Procedural justice (PJ) where the fair, transparent and respectful treatment of the authorities is considered important in shaping citizens' perceptions of legitimacy and trustworthiness. When police departments embrace new technologies and change operations in a way that is seen as fair, unbiased, and transparent, they are more likely to improve public trust.

In this study, principles of procedural justice are linked to the dimensions of trust (Reliability, Competence, Integrity, Fairness, Transparency, and Empathy/Responsiveness) that form the basis for assessing community trust in Sharjah Police. Organizational agility, with its capacity to be responsive and ethical in the process, is a critical component for ensuring that innovation efforts are responsive to procedural justice expectations.

### ***2.4 Integration of Theories into Conceptual Framework***

These theories provide the source which provide the theoretical context for the research model. Dynamic Capabilities theory addresses agile organizational performance in the context of innovation; Diffusion of Innovation Theory provides context for public perception and acceptance of innovation; and Procedural Justice Theory addresses expectations of trust to agile juridical services that respond to public innovativeness in a responsive manner.

Synthesizing these insights, the study places the concepts of innovation, agility, and trust within a holistic operating model of policing well suited for the challenges of the contemporary UAE.

## **3. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### ***3.1 Innovation and Community Trust***

Innovative approaches to policing and the delivery of public services is increasingly understood as a driver for creating sustainable levels of trust in our community. However, the relationship between innovation and public trust is multi-dimensional, because it is characterized, among others, by novelty, complexity, social involvement, governance systems, resource-intensity, temporal dynamics, and spatialities.

Recent research highlights the importance of the novelty of innovations (that is, the extent to which they are different from existing ones) as a necessary added value for bolstering institutional legitimacy. Owusu-Bio, Barima and Appiah, 2025 found that organizations that implement highly innovative projects are viewed as innovative and trusted, particularly in contexts that are characterized as high risk, such as humanitarian action. Their findings remind us of the importance of originality and technological development as markers of stakeholder perceptions of competence and commitment.

Yet it is also the case that innovation ecosystems paved with complexity bring with them particular dynamics of public trust. Russell and Smorodinskaya (2018) make the point that as innovations grow in complexity (encompassing several actors, systems, and technologies) the need for transparent governance and processes for joint management grow. When mismanaged, complexity will destroy trust by rendering

services inaccessible or discriminatory; when managed well, however, complexity is adaptable and responsive.

Finally, in the process of building trust, it is important to highlight the role of innovation in the society, with its consequences for the policing. Awoyemi, Attah, and Basiru (2025) put forward a community-policing innovation model which shows citizens' innovation like smart surveillance systems, and digital complaint platforms directly lead to improved perception of her/his safety, fairness, and participation. When these effects are viewed in a favorable light, they have a significant positive influence on public trust for law enforcement organizations.

Moreover, Scheider, Chapman, and Schapiro (2009) pointed out that innovation programs integrated into community policing models contribute greatly to improvement of the social attitudes of people towards the responsiveness and openness of the police. Their analysis confirms the idea that citizen-focused innovations can have positive effects on the dynamics of trust through the establishment of more collaborative and participatory policing contexts.

The structures of governance also mediate the relationship between innovation and trust. Correia (2024) emphasizes that the innovations created on the basis of open governance networks (when citizens, community groups, and various stakeholders are involved) are more likely to establish their legitimacy and acceptance in society than closed and bureaucratic approaches. Openness and participatory governance are important facilitators of citizen confidence.

Similarly, Carter et al. (2023) demonstrated that the application of novel outreach design, such as Front Porch Roll Calls improves the civic interest of the community and is an efficient governance design. This type of decentralization of decision-making and the establishment of trust at the local level is consistent with the values of open governance emphasized by Correia (2024).

It also depends on resource intensity, which is the level of human, financial, and technological resources required to innovate. The more resources are seen as supporting innovations (instead of underfunded or rushed), the more they will be trusted by the general population (Owusu-Bio et al., 2025). Investment in training, infrastructure, and communication around innovation programs is an indicator of institutional seriousness and commitment to service improvement.

In addition, the community sentiment depends on the temporal dynamics (the pace and the permanence of innovation effects). As Russell and Smorodinskaya (2018) emphasize, one-time, occasional innovations rarely create a long-term trust, whereas innovations incorporated into long-term strategic visions (ex: Smart Police Stations) are seen as consistent investments in civil welfare.

Lastly, the nature of innovation initiatives is determined by their geographic scale, which defines the resonance with society. Alhashmi and Alhosani (2024) believe that locally modified innovations that respond to issues unique to the community can establish a greater degree of trust than top-down innovations that are generalized. The perceived relevance and equity of policing services is improved by adapting technologies and programs to the socio-cultural realities of the community, including the diverse population of Sharjah.

In line with these findings, Abdi, Jamal, and Abdul Rahman (2025) presented the evidence related to the Somali context of policing and demonstrated that properly designed technological innovations, combined with clear communication strategies, significantly boost the level of trust of the population even in the conditions of the lack of resources. This also highlights the fact that innovation is a context-specific but universally applicable concept in establishing trust.

Taken together, these articles confirm the view that innovation, when understood as a multi-dimensional concept that includes novelty, complexity, impact, governance, resource intensity, time dynamics, and geographic scope, has a significant impact on community trust. This paper is based on these observations and empirically tests these relationships in the Strategic Department of Sharjah Police.

H1: Innovation significantly influences community trust across its key dimensions—Novelty, Complexity, Impact (Market/Societal), Resource Intensity, Governance (Open vs. Closed Innovation), Temporal Dynamics, and Geographic Scale ( $p \leq 0.05$ ).

### ***3.2 Innovation and Organizational Agility***

Agility in an organization- the capacity to quickly sense and react to change- is now a key success factor in public sector organizations and policing agencies in dynamic environments. There is growing evidence

that innovation, especially technological, process and strategic innovation is central to improving organizational agility.

In addition to this, Nerskogen et al. (2022) conducted empirical research in the Norwegian public sector and found that innovation labs were essential in developing organisational agility. Innovation initiatives facilitated rapid response to the changes in the environment by promoting cross-functional cooperation, increasing flexibility to technological shocks, and creating experimental cultures that allowed government departments to respond more rapidly to environmental changes.

In the public sector, organizational agility is now one of the primary sources of organizational adaptability and performance (Maina et al., 2023). Jabnoun (2025) presented and validated an agility measurement framework for UAE government agencies that adopts a focus on responsiveness, adaptability, and being ready to innovate. The qualitative support provided by regional evidence confirms agility as the capability enabler of performance within the UAE context and affirms the conceptual framework followed in this study.

Yet, beyond the organizational level, agility becomes essential for business success in the marketplace too. For instance, Seyadi and Elali (2021) discovered that strategic agility plays a significant role in improving competitive capability for Bahraini SMEs-indicating that the concept of agility applies beyond the United States, to the entire Gulf region.

Reflecting this opinion, Phythian, Kirby and Swan-Keig (2024) highlighted the agility that new information dissemination pathways introduced within the police agencies; facilitating the speed with which intelligence can be communicated, cross-department for the purposes of proactive crime prevention. Their research shows that technological trends need to be combined with organizational flexibility to maximize the benefits.

Similarly, a strong mediating effect of innovative performance between information technology utilization and organizational agility was found by Homayoun, Salehi, ArminKia, and Novakovic (2024) in the context of public service organizations. They underline that technological innovation enables not only automation of services but also flexible, anticipatory, and responsive organizational behavior outside of IT, which represents the stereotypical characteristics of agility.

Likewise, according to Willis (2011), agile innovation adoption like that of Compstat enabled policing organizations to respond more flexibly to their community needs and operational challenges. This means that the flexibility to embed innovation feedback loops is a key enabler of longer-term organizational agility.

Building up on these findings, Atobishi, Abu Bakir, and Nosratabadi (2024) examined digital capabilities in the context of public administration and concluded that innovation capabilities, particularly those related to digital transformation, play a critical role in the capacity of governmental entities to recalibrate policies, redistribute resources, and re-engineer services on-the-fly. Innovation is a structural agent, then, not simply as a change agent but as a structural facilitator of agility, maintained.

Lastly, Almazrouei, Sarker, and Zervopoulos (2024) examined the UAE public services and reported a positive direct connection between the public innovation initiatives and organizational agility. They propose that in an environment such as the UAE, where service excellence and citizen satisfaction are national objectives, the development of an innovation-conducive organizational culture is a mandatory part of creating agile and adaptive policing organizations.

Moreover, Smith (2021) provided evidence for how entrepreneurial innovation practices in policing-decentralisation, localised experimentation, and technological integration-are important in enabling organisational agility through supporting learning cultures and anticipatory leadership practices.

Together, these studies are strong evidence that innovation programs, whether technology-based, process-based, or strategic-based, are potent sources of organizational agility in the public sector, including policing agencies. It is, therefore, the hypothesis of this study that innovation has a great impact on the organizational agility of employees of the Strategic Department of Sharjah Police.

H2: Innovation significantly affects organizational agility, considering the seven innovation dimensions: Novelty, Complexity, Impact (Market/Societal), Resource Intensity, Governance, Temporal Dynamics, and Geographic Scale ( $p \leq 0.05$ ).

### ***3.3 Organizational Agility and Community Trust***

Organizational agility has been broadly acknowledged as a determinant of public confidence for government institutions, especially in the domain of policing and public safety. Recent research has brought to light the role of agile structures within police institutions in promoting transparency, responsiveness, and ethical behavior, all qualities which will promote deeper trust within the community. Makokha and Nzai (2024) carried out their empirical study on Kenya's National Police and observed that increased agility (defined by quick decision-making; adaptive response systems; ethically grounded enforcements) went a long way in instilling confidence in communities. Their research underscores agility not as operational, but profoundly dialogic, organising organisational action in relation to community demand.

Additionally, Willis (2011) pointed out that performance management systems may include agile integration within the community, such as Compstat, with community policing strategies leading to perceived police legitimacy. His research finds that citizens' trust in police services increases significantly when policing organizations are nimble enough to re-prioritize enforcement based on the input they receive from the public.

On the same note, Maina, Kiiru, and Makhamara (2023) investigated the impact of adopting agile information systems in policing on the responsiveness of services and citizen satisfaction in a measureable manner. Here, agility was demonstrated to address the gap between what was happening internally and what is perceived externally, turning agility into a trust-building resource.

In line with this, Rosenbaum and McCarty (2017) added that internal agility in an organization, particularly when it is associated with organizational justice principles, enhances the commitment of officers to fairness and transparency, which strengthens the trust with the people. In their work, they emphasize that procedural fairness has to go hand in hand with agility because it is the only way to maintain positive perceptions of the community.

Dwivedi et al. (2022) apply this observation to wider public sector settings and argue that organizational agility, especially in environmental shocks such as pandemics or security threats, is crucial in keeping the population confident. Their study finds that agility can help public entities to be transparent, responsive, and communicative, all of which are major dimensions of institutional trust.

In addition, Imran and Ramirez (2022) found out that the agility of an organization is one of the most efficient constituents of the uplift in the performance of the available public service, which in turn raises the trust with which people put their competence and examine the circumstances of fairness. Such performance-based trust is essential especially in the law enforcement sector, where community relations are determined by not only the end results but also the perceived procedural justice.

Moreover, Scheider, Chapman, and Schapiro (2009) affirmed that the effectiveness of community policing innovations depends not only on the innovation itself, but on how quickly the police organization will adjust to the changing needs of the community. Their results emphasize the fact that agility is the determining element in the transformation of innovative policing undertakings into enhanced relationships and trust in the community.

Taken together, these results highlight that agility is not only a technical ability, but also a behavioral and strategic stance promoting engagement, empathy, and trust between the community and the institutions serving them. In the case of policing agencies such as Sharjah Police, organizational agility is a key element that needs to be understood and used to establish sustainable trust with a more diverse and expectation-driven population.

H3: Organizational agility significantly influences community trust ( $p \leq 0.05$ ).

### ***3.4 The Mediating Role of Organizational Agility between Innovation and Community Trust***

The dynamic relationship between innovation and public trust is becoming the focus of growing academic interest, and organizational agility appears as the key mediating variable. A recent body of scholarship highlights the fact that although innovation brings both technological and procedural changes, the ability to realize these changes into long-lasting public trust requires, first and foremost, the agility of an organization.

As Abdullahi (2022) points out, within the context of public sector organization, agility enhances the successful absorption of innovation results, enabling agencies to react to the needs of the community with flexibility, which increases the resilience of organizations and their trust among citizens. His results

indicate that innovation per se is not enough but must be complemented by fleet-footed behaviours—agile governance, quick feedback, decentralization of decision-making, to build long-term legitimacy and trust. In line with this argument, Scheider et al., (2009) highlighted that effective implementation of community policing innovations rests not only on the introduction of new practices, but on the responsiveness of the police organization to adapt, re-configure resources, and re-balance engagement strategies in response to community feedback. According to their findings, the lack of organizational flexibility prevents innovation efforts to produce any significant public trust results.

Puriwat and Tripopsakul (2021) support this point of view and show that the adoption of open innovation in emerging market organizations will affect stakeholder confidence only positively, mediated by the high organizational agility. They find that agility mediates the perceived risk and complexity of innovation, and presents new initiatives as responsive to citizens, instead of institution-focused initiatives. Equally, Smith (2021) observed that entrepreneurial innovation activities in policing agencies have a positive influence on the public trust when internal agility (in the form of a decentralized leadership and adaptable decision-making) exists to accommodate and adapt innovation activities to local conditions.

Nerskogen (2022) carried out a detailed case study of an innovation lab program in the public sector and discovered that its effectiveness in developing community confidence was not entirely determined by the novelty of the technological solution it presented. Instead, it was the nimbleness of the organization, its capacity to scale, adapt, and co-create solutions with stakeholders that turned innovation into a technical experiment into a social-based trust-building system.

Moreover, Atobishi et al., (2024) examined the relationship between digital capabilities, agility and trust in government services. Their study follows the belief that organizational agility mediates the connection between technological innovation and trust outcomes, and aids public agencies to sustain service continuity, responsiveness, and transparency in highly dynamic settings.

Further, Phythian et al., (2024) showed that innovations in intelligence-sharing structures could only lead to essential improvements in community trust when police agencies displayed agile organizational behaviors that enabled quick adoption and adjustment of new models of operation.

Collectively, these results are significant evidence to support the assumption that organizational agility mediates the effects of innovation on community trust. This ability to develop internal flexibility, learning capacity, and adaptive leadership can help to maximize the social and relational returns of investments in innovation, which can in turn create deeper and more sustainable public trust in agile organizations.

H4: Organizational agility mediates the relationship between innovation and community trust, across innovation dimensions including Novelty, Complexity, Impact, Resource Intensity, Governance, Temporal Dynamics, and Geographic Scale ( $p \leq 0.05$ ).

The literature reviewed reveals that innovation, which is defined in terms of novelty, complexity, impact on society, governance, resource intensity, temporal dynamics, and geographic scale, is a major determinant of community trust. But the presence of innovation is not enough, organizational agility becomes an essential component that will increase the responsiveness and effectiveness of innovation initiatives. Research has shown that agility directly increases citizen confidence by providing more adaptability and better service delivery, as well as mediating the correlation between innovation activities and community perception. In spite of the increased interest in these constructs, empirical studies that focus on the relationships between these constructs in police settings, especially in the UAE, are limited. Based on these observations, the current research proposes and tests four hypotheses to empirically understand the interaction of innovation and organizational agility to determine their impact on community trust in the Strategic Department of Sharjah Police.

#### 4. CONCEPTUAL FRAMEWORK

After the discussion of the relevant literature and theoretical underpinnings, a conceptual model is put forward in order to guide the empirical investigation of the relationship between innovation projects, organisational agility, and community trust in Sharjah Police.

This model incorporates the insights of literature on innovation theory, dynamic capability perspectives on organizational agility and policing legitimacy.

It explains the direct and indirect effects of innovation on organisational agility and community trust and the mediating role of organisational agility in strengthening the trust building effects of innovation.

Figure 1 below shows the proposed conceptual model.

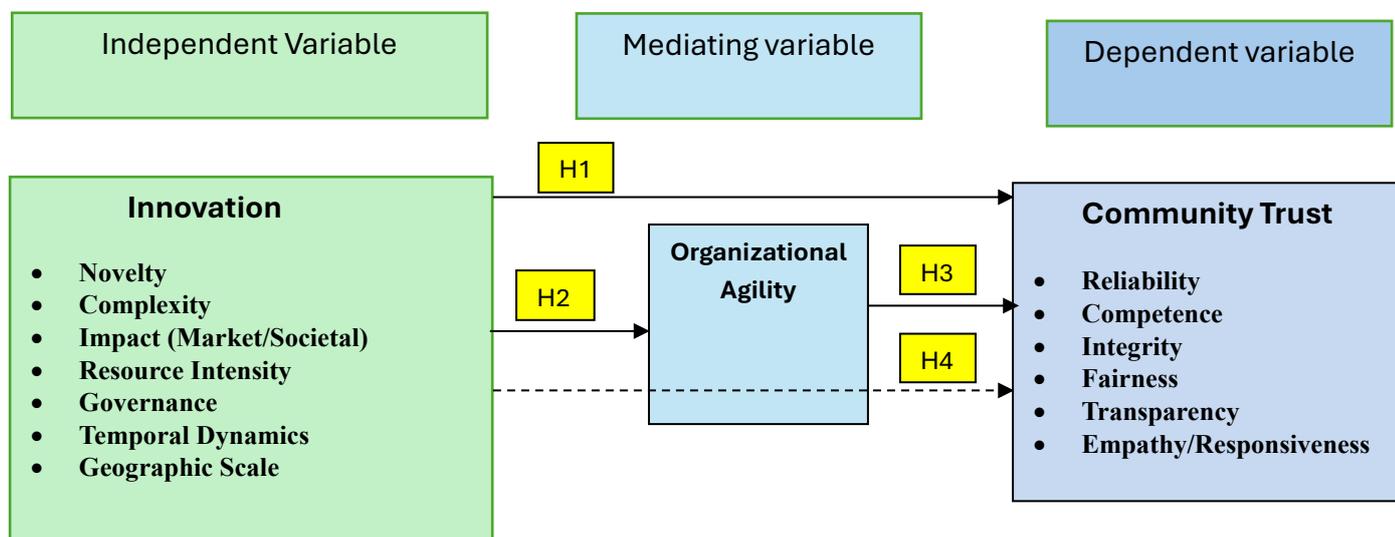


Figure 1: Conceptual Framework of the Study

The conceptual design of this research (as illustrated in Figure 1) connects innovation efforts to the level of community trust, and organizational agility acts as mediating variable. The concept of innovation is multi-dimensional, including strategic, operational, and societal aspects of innovation. Organizational agility indicates the ability of the police department to flexibly adapt and actively react to environmental shifts, which in turn will allow them to successfully convert innovation efforts into improved trust results in the population. The concept of community trust is operationalized along major dimensions that focus on reliability, competence, integrity, fairness, transparency, and responsiveness. The framework proposes four hypotheses that are innovation being an immediate determinant of organizational agility, community trust, organizational agility being an immediate determinant of community trust, and every agile factor mediates between agile organizations and the community. The proposed model will be tested in Sharjah Police to offer new theoretical presentations and practical approaches to building innovation-based public trust in the policing.

## 5. RESEARCH METHODOLOGY

### 5.1 Research Design

The research design is quantitative and explanatory research design based on cross-sectional survey design. The quantitative techniques enable the researcher to test the relationships and the mediation effects of the variables: innovation, organizational agility, and community trust, statistically. A cross-sectional design allows to gather data at one point in time and present the up-to-date perceptions of Strategic Department employees at Sharjah Police.

This research design is aimed at testing the causal relationships among constructs, as is common with the traditions of positivism. The use of structured survey tools and inferential statistics will help the study to either confirm or disapprove the hypotheses developed (H1-H4).

### 5.2 Population and Sampling Strategy

The research group will include two related organizational groups in Sharjah Police:

- (1) the Department of Strategy and Institutional Excellence, which has 58 employees directly engaged in strategic planning, innovation management, and organizational development projects; and
- (2) the Development Divisions and Institutional Excellence Sections of the remaining Sharjah Police departments consisting of about 70 employees.

These divisions also have a technical and functional relationship with the Department of Strategy and Institutional Excellence, especially in aspects of institutional performance enhancement, implementation of innovations, and organizational agility enhancement.

Since the coordination was good and the total population size (128 employees) was manageable, census sampling method was used. Rather than choosing a random sample, the study focused on the whole population to provide in-depth and holistic information on the impact of innovation initiatives and organizational agility practices on community trust in Sharjah Police.

The inclusion criteria were as follows to participate:

- Present work in the Department of Strategy and Institutional Excellence or in a related Development/Institutional Excellence Section,
- Direct or indirect participation in strategic planning, implementation of innovations, performance improvement or organizational development activities, and
- Availability of time to fill out the research questionnaire.

There were no particular exclusion criteria, other than those that were not in the specific organizational units or those not willing to participate. This broad methodology will seek to elicit the perceptions and experiences of the workers most pertinent to the investigation in the study.

### 5.3 Data Collection Procedure

The data used in this study were gathered by use of a structured online questionnaire, which was distributed through the internal communication systems of Sharjah Police, and the official email systems, and secure survey portals.

Invitations were sent by mail to each participant with a cover letter summarising the aims of the study, the voluntary nature of the process, the promise of confidentiality and anonymity, and the informed consent to participate. Out of 128 invited participants 117 valid responses were received, which corresponds to 91% response rate.

The data collection took a period of about eight weeks. As a way of maximizing the response rate, periodic reminders were sent using official means, urging the eligible respondents to fill out the survey.

The entire responses obtained were stored safely and utilized in academic research only within the confines of the ethical research practices.

### 5.4 Instrument Development

A questionnaire was designed to gauge Innovation, Organizational Agility and Community Trust. Measurement items used were those that had been tested on validated scales and adjusted to fit the context of Sharjah Police. The answers were measured on a five-point Likert scale (1 = Strongly Disagree, 5 Strongly Agree). Table I summarises the constructs, dimensions and sources of the measurement items.

Table I: Overview of Research Constructs and Sources.

Section	Construct	Source
A	Demographic Information	Self-developed
B	Innovation (Novelty, Complexity, Impact, Resource Intensity, Governance, Temporal Dynamics, Geographic Scale)	Owusu-Bio et al. (2025); Russell & Smorodinskaya (2018)
C	Organizational Agility	Maina et al. (2023)
D	Community Trust (Reliability, Competence, Integrity, Fairness, Transparency, Empathy/Responsiveness)	Tyler (2005); Sunshine & Tyler (2003)

### 5.5 Validity and Reliability

Various measures were taken to guarantee the quality and rigor of the measurement instrument. The content validity was originally ensured by reviewing the adapted items by experts and by a pilot study consisting of about 10 representatives of the target population. According to this feedback, some minor changes in terms of wording and item clarity were introduced to increase contextual relevance and understanding in the UAE policing context.

During data analysis, construct validity was tested with a Confirmatory Factor Analysis (CFA) of the Partial Least Squares Structural Equation Modeling (PLS-SEM) framework. A threshold of ( $\geq 0.70$ ) factor loading was considered to confirm Convergent validity, and Average Variance Extracted ( $AVE \geq 0.50$ ), while the Heterotrait-Monotrait Ratio (HTMT) criterion was considered to assess discriminant validity.

The reliability was checked by means of internal consistency scores, namely, Cronbachs Alpha and Composite Reliability (CR) of each construct, and the acceptable level of this score is 0.70 or more (Hair

et al., 2021). All these tests indicated that the measurement model was reliable and valid, and a solid basis on which to proceed with structural model analysis.

### 5.6 Data Analysis Plan

The analysis of the data was conducted through the Partial Least Squares Structural Equation Modeling (PLS-SEM) of SmartPLS according to the principles of Hair et al. (2022) and Henseler et al. (2015). The analysis was performed in two step phases: one to determine the reliability, convergent and discriminant validity of the measurement model; and another to test the three direct effects hypotheses (H1-H3); and mediating influence of organizational agility (H4) using bootstrapping involving 5,000 resamples, along with  $R^2$ ,  $f^2$  and  $Q^2$  to assess predictive accuracy and relevance.

## 6: RESULTS

### 6.1 Introduction

This part summarizes the findings of empirical research of the links between innovation initiatives, organizational agility, and community trust in Sharjah Police. The results are presented in two sections, measurement model assessment (reliability, validity), and structural model evaluation (hypothesis test, mediation analysis).

### 6.2 Measurement Model Assessment (Outer Model)

To test the structural relationships, the measurement model was tested to determine reliability as well as validity. In this evaluation, the indicator reliability, internal consistency, convergent validity, and discriminant validity were also assessed as per the PLS-SEM criteria (Hair et al., 2021).

All the retained indicators were above the 0.70 threshold as seen in Table II, which confirms satisfactory reliability. Items on innovation were loaded between 0.742 and 0.884, with high scores in the Temporal Dynamics dimension. The items of Organization Agility scored between 0.730 and 0.805, which was acceptable reliability. In the case of Community Trust, the majority of items loaded greater than 0.80 and Reliability had extremely high loadings (0.971 and 0.922). Some low-loading items of Competence, Integrity, Transparency and Reliability were dropped in order to increase the quality of the measurement. In general, the findings support the idea that the retained indicators are reliable measures of their constructs and that they provide a good basis to analyze structural models.

Table II: Outer Loadings of Indicators

Construct	Item	Outer Loading
Innovation	Novelty 1	0.834
	Novelty 2	0.782
	Novelty 3	0.790
	Novelty4	0.0.742
	Complexity 1	0.834
	Complexity 2	0.781
	Complexity 3	0.791
	Complexity 4	0.754
	Impact 1	0.834
	Impact 2	0.780
	Impact 3	0.792
	Impact 4	0.752
	Resource Intensity 1	0.832
	Resource Intensity 2	0.781
	Resource Intensity 3	0.791
	Resource Intensity4	0.744
	Governance 1	0.834
	Governance 2	0.779
	Governance 3	0.791
	Governance 4	0.750
Temporal Dynamics 1	0.884	

	Temporal Dynamics 2	0.846
	Temporal Dynamics 3	0.763
	Temporal Dynamics 4	Deleted
	Geographic Scale 1	0.790
	Geographic Scale 2	Deleted
	Geographic Scale 3	0.842
	Geographic Scale 4	0.819
<b>Organizational Agility</b>	Agility 1	0.730
	Agility 2	0.761
	Agility 3	0.805
	Agility 4	0.745
<b>Community Trust</b>	Reliability 1	0.810
	Reliability 2	0.971
	Reliability 3	0.922
	Reliability 4	Deleted
	Competence 1	Deleted
	Competence 2	0.857
	Competence 3	0.820
	Competence 4	0.865
	Integrity 1	0.859
	Integrity 2	Deleted
	Integrity 3	0.747
	Integrity 4	0.866
	Fairness 1	0.831
	Fairness 2	0.826
	Fairness 3	0.817
	Fairness 4	0.811
	Transparency 1	Deleted
	Transparency 2	0.840
	Transparency 3	0.855
	Transparency 4	0.866
	Empathy 1	0.809
	Empathy 2	0.839
	Empathy 3	0.747
	Empathy 4	0.841

### 6.3 Construct Reliability and Validity

As shown in Table III, each of the constructs has a satisfactory level of both reliability and convergent validity (Hair et al., 2021). In the case of Innovation, Cronbach's Alpha (0.977) and Composite Reliability (0.979) reflects excellent internal consistency, and AVE shows convergent validity with a value of 0.621. The Organizational Agility has a reasonable reliability, Cronbach's Alpha (0.758) and Composite Reliability (0.846) are above the recommended level, and the AVE of 0.579 corresponds to a sufficient level of convergent validity. Community Trust also exhibits a superb reliability (Cronbach's Alpha = 0.963; CR = 0.965) and AVE = 0.545, which prove convergent validity. Taken together, these findings allow concluding that all constructs are reliably measured and that their indicators are sufficiently rich to reflect the latent variables.

Table III: Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Innovation	0.977	0.979	0.621

<b>Organizational Agility</b>	0.758	0.846	0.579
<b>Community Trust</b>	0.963	0.965	0.545

#### 6.4 Discriminant Validity

##### 6.4.1 Discriminant Validity (HTMT Matrix)

According to Table IV, the HTMT values were observed to vary between 0.634 and 0.848 and were all below the recommended threshold of 0.90 (Henseler et al., 2015), which demonstrates satisfactory discriminant validity across the constructs. The fact that Community Trust and Organizational Agility (0.848) have a slightly higher relation compared to the other two, is indicative of the theoretical connection between the two constructs in the conceptual model, yet it is not significantly large to ensure that the two constructs are empirically distinct.

Table IV: Discriminant Validity (HTMT Matrix)

Construct	Community Trust	Organizational Agility	Innovation
<b>Community Trust</b>			
<b>Organizational Agility</b>	0.848		
<b>Innovation</b>	0.766	0.634	

##### 6.4.2 Discriminant validity: Fornell-Larcker criterion

Table V reveals that the square roots of the AVEs (diagonal values) of all constructs exceeded their inter-construct correlations, which, in turn, confirms that the constructs are empirically differentiated and satisfy the Fornell-Larcker criterion (Hair et al., 2021).

Table V: Discriminant validity: Fornell-Larcker criterion

Construct	Community Trust	Organizational Agility	Innovation
<b>Community Trust</b>	0.738		
<b>Organizational Agility</b>	0.733	0.768	
<b>Innovation</b>	0.732	0.761	0.788

The HTMT criterion and Fornell-Larcker criterion were used to determine discriminant validity. Table V indicates that all of the values of HTMT ranged from 0.634 to 0.848, were below the recommended value of 0.90, which is satisfactory (Henseler et al., 2015), meaning that the constructs showed satisfactory discriminant validity. Equally, the Fornell-Larcker findings in Table VI revealed that the square roots of the AVEs (diagonal values) of each construct were larger than their respective inter-construct correlations, which again confirmed that the constructs were empirically differentiated (Hair et al., 2021). The fact that Community Trust and Organizational Agility have a slightly higher correlation than the theoretical relationship in the model is within acceptable boundaries and indicates the strength of the measurement model.

After establishing satisfactory levels of indicator reliability, internal consistency reliability, convergent validity and discriminant validity, the next level is the evaluation of the structural model. The structural model analysis is aimed at testing the hypothesized relationship between Innovation, Organizational Agility and Community Trust. Among the major tests are multicollinearity tests, tests of the strength and significance of path coefficients, tests of the predictive strength ( $R^2$  values), and tests of the mediating role of Organizational Agility. The findings of these assessments are described in the following section.

##### 6.5 Structural Model Assessment (Inner Model)

After the reliability and the validity of the measurement model were confirmed, the structural model was tested to test the postulated relationships between Innovation, Organizational Agility, and Community Trust. Testing of multicollinearity, the strength and significance of path coefficients, the predictive accuracy of the model ( $R^2$  values) and effect sizes ( $f^2$ ) and the relevance of prediction ( $Q^2$ ) were all assessed. Further, to test the mediating effect of Organizational Agility in the association between Innovation and Community Trust, a bootstrapping procedure with resamples of 5,000 was conducted. These analyses are reported in the subsections below.

### 6.5.1 Path Coefficients and Hypotheses Testing

As shown in Table VI (detailed statistical evidence) and Figure 2 (visual path diagram), the hypothesized relationships between the constructs are verified by the structural model results. There was also a high positive impact of Innovation on Community Trust ( $\beta = 0.502$ ,  $t = 9.975$ ,  $p < 0.001$ ), which supports H1. Likewise, Organizational Agility was strongly positively influenced by Innovation ( $\beta = 0.497$ ,  $t = 10.066$ ,  $p < 0.001$ ), which is in support of H2. H3 was also confirmed when Organizational Agility had a significant positive impact on Community Trust ( $\beta = 0.484$ ,  $t = 9.382$ ,  $p < 0.001$ ).

Moreover, the mediating position of Organizational Agility was validated and the indirect impact of Innovation on Community Trust ( $\beta = 0.206$ ,  $t = 6.804$ ,  $p < 0.001$ ) was significant, hence supporting H4. All these findings suggest that Organizational Agility is the key channel, by which Innovation increases Community Trust, which is in line with the suggested conceptual framework and supports theoretical assumptions of the research.

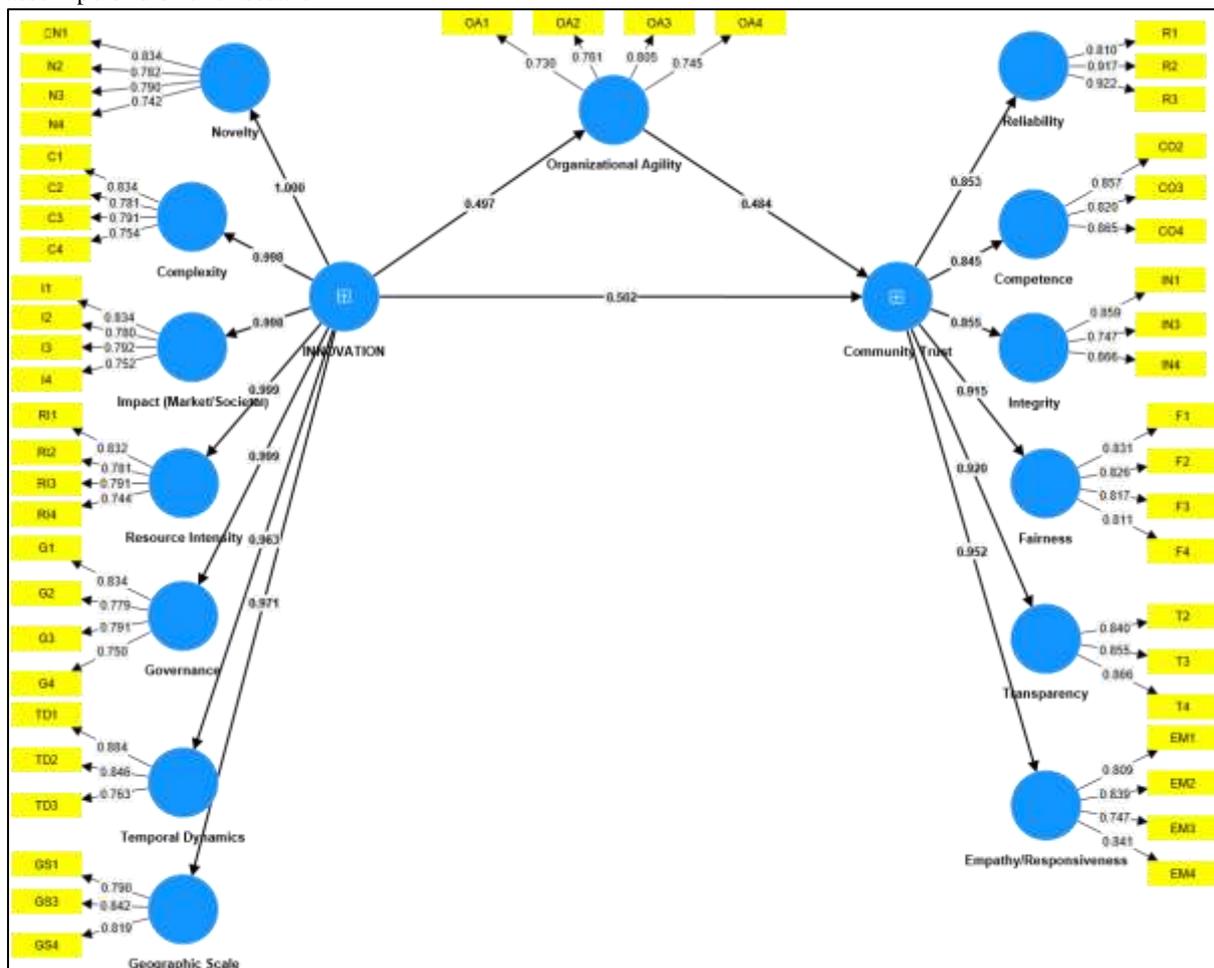


Figure 2: Path Coefficients and Hypotheses Testing

Table VI: Hypotheses Testing Results

Hypothesis	Path	$\beta$ (Beta Coefficient)	t-value	p-value	Result
H1	Innovation $\rightarrow$ Community Trust	0.502	9.975	0.000	Supported
H2	Innovation $\rightarrow$ Organizational Agility	0.497	10.066	0.000	Supported
H3	Organizational Agility $\rightarrow$ Community Trust	0.484	9.382	0.000	Supported
H4	Innovation $\rightarrow$ Organizational Agility $\rightarrow$ Community Trust (Mediation)	0.206	6.804	0.000	Supported

Based on these findings, the following sub-section tests the predictive power of the structural model by testing the R2 values, which reveal the share of variance in Organizational Agility and Community Trust attributed to Innovation and the model as a whole.

#### 6.5.2 Coefficient of Determination ( $R^2$ Values)

Innovation had a weak predictive ability as it explained 24.7% of the variance in Organizational Agility ( $R^2 = 0.247$ ; adjusted  $R^2 = 0.244$ ) as shown in Table VII. Conversely, the combined Innovation and Organizational Agility ( $R^2 = 0.728$ ; adjusted  $R^2 = 0.726$ ) explained the 72.8% of the variance in Community Trust, which is a highly predictive variable based on the criteria of Hair et al. (2022). These findings indicate that the model has a very high explanatory strength on Community Trust and also indicate that other variables not captured in the model can also drive Organizational Agility.

Table VII:  $R^2$  Values and Interpretation of Endogenous Constructs.

Endogenous Construct	$R^2$ Value	$R^2$ adjusted	Interpretation
Organizational Agility	0.247	0.244	Weak
Community Trust	0.728	0.726	Substantial

#### 6.5.3 Effect Size ( $f^2$ ) Assessment (Optional)

According to the effect size analysis presented in Table VIII, the effect of Innovation on Community Trust ( $f^2 = 0.697$ ) and Organizational Agility ( $f^2 = 0.327$ ) are large and medium, respectively. Also, Community Trust is significantly influenced by Organizational Agility ( $f^2 = 0.648$ ). These results suggest that Innovation does have a significant influence on the direct and indirect impact on Community Trust, but Organizational Agility also enhances this connection in a significant way (Hair et al., 2022).

Table VIII: Effect Size ( $f^2$ ) Assessment

Construct	$f^2$ Value	Interpretation
Innovation-> Community Trust	0.697	Large
Innovation-> Organizational Agility	0.327	Medium
Organizational Agility -> Community Trust	0.648	Large

#### 6.5.4 Predictive Relevance ( $Q^2$ ) (Optional)

As indicated in Table IX, the  $Q^2$ s of the blindfolding procedure suggest that the model is predictively relevant on the two endogenous constructs. Organizational Agility had a  $Q^2 = 0.240$  which is acceptable predictive relevance and Community Trust had a higher  $Q^2 = 0.551$  which is strong predictive relevance. Furthermore, the empirical results show that the structural model has acceptable predictive power for Community Trust, which further supports the robustness of the proposed model (Hair et al., 2021).

Table IX: Predictive Relevance ( $Q^2$ )

Endogenous Construct	$Q^2$ Value
Organizational Agility	0.240
Community Trust	0.551

#### 6.6 Mediation Analysis

The results of the mediation analysis presented in Table X, validate the mediating effect of Organizational Agility in the relationship between Innovation and Community Trust. The indirect effect was also significant ( $\beta = 0.206$ ,  $t = 6.804$ ,  $p < 0.001$ ) and the confidence interval does not contain zero, which means full mediation effect. This result shows that, not only does Innovation improve Community Trust directly, but also indirectly by creating Organizational Agility, which is a key factor in translating innovation initiatives into greater degrees of community trust.

Table X: Mediation Analysis Results

Path	$\beta$ (Beta Coefficient)	t-value	p-value	95% Confidence Interval	Mediation Type	Result

<b>Innovation → Organizational Agility → Community Trust</b>	0.206	0.6804	0.000	[LL, UL]	Full	Supported
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### 6.7 Summary of Findings

The empirical findings prove that the proposed model is a very strong explanatory and predictive model. The measurement model achieved a reasonable level of reliability and validity on all the constructs- Innovation, Organizational Agility, and Community Trust. Structural model analysis showed that both Organizational Agility and Community Trust are positively impacted by Innovation to a significant degree, with Organizational Agility itself having a powerful positive impact on Community Trust. Furthermore, the relationship between Innovation and Community Trust was mediated by Organizational Agility, which is crucial as the mechanism by which innovation initiatives result in increased trust. The model has demonstrated great strength in the case of Community Trust with a high degree of explanatory power ( $R^2 = 0.728$ ;  $Q^2 = 0.551$ ). Taken as a whole, these results support the hypothesized relationships empirically and have much to say about the process through which innovation and agility can affect community trust in the policing context together. These findings precondition the next chapter where their theoretical, practical, and policy implications are presented in detail.

## 7. CONCLUSION AND IMPLICATIONS

The paper has investigated the correlations between Innovation, Organizational Agility, and Community Trust in Sharjah Police through Partial Least Squares Structural Equation Modeling (PLS-SEM ). The results supported the hypothesis that innovation is a major factor in increasing the organizational agility and the trust of the community and organizational agility is a major factor in intersecting innovation initiatives with the results of trust. These findings strongly support the postulated model and have a potential contribution to theory, practice, and policy.

### 7.1 Theoretical Implications

Such a study adds value to the Dynamic Capabilities Theory, Diffusion of Innovation Theory, and Procedural Justice Theory in the sense that it shows that organizational agility is a dynamic process using which innovation brings about trust. The results can be extrapolated to previous studies by establishing empirically the dual pathway (direct and indirect) of the effect of the innovation initiatives on community trust. Additionally, this study contributes to the academic literature on public sector innovation, as it provides evidence in one of the policing settings in the UAE, which is not well represented in the literature. These understandings make organizational agility one of the central constructs of the next theoretical model on the topic of innovation and trust in a complex and high-stakes service setting.

### 7.2 Practical and Policy Implications

Practically, the findings highlight the need to incorporate agility-based approaches into innovation programs to enhance the effect of the innovation activities on trust. In the case of Sharjah Police this implies:

- Including agility training in the organizational development program to improve flexibility and responsiveness.
- Share the outcomes of innovation with the community to develop trust, as well as to show procedural fairness.
- The performance measures will be based on evidence-based processes to determine the effectiveness of innovation projects on improving trust toward the community.

These findings may be applied to the policy level, with the adoption of agile frameworks in the national policing strategies, and they are consistent with UAE Vision 2031 and Centennial 2071, which focus on innovation, flexibility, and trust in governmental services among citizens.

### 7.3 Limitations and Future Research

Although the research offers valuable contributions, some limitations are to be admitted. First, the cross-sectional design does not provide an opportunity to draw causality. Second, the study restricted itself to one police department making the findings only generalizable. These limitations could be overcome in future research by:

- The longitudinal studies to trace the development of innovation, agility and trust over time.

- Using comparative study of various emirates or countries in order to learn about contextual differences.
- To explore more the real accounts of the officers and community members about innovation and trust, qualitative methods, including interviews or focus groups, will be used.

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### **Ethics approval and consent to participate**

This research was carried out in compliance with the ethics. The Sharjah Police HQs gave approval. Participation was voluntary and all the participants were informed of their consent.

### **Competing interests**

The author declares no competing interests.

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