

The Effect of Internal Marketing Dimensions on Staff Satisfaction and Commitment Among Police Officers in Ras Al-Khaimah

Layali Ahmed Mohammed¹ and Associate Professor DR. Zuraidah Binti Zainol²

¹Master candidate in Business Management, Faculty of Business and Economics, Universiti Pendidikan Sultan Idris, Malaysia

²Lecturer, Faculty of Business and Economics, Universiti Pendidikan Sultan Idris, Malaysia

DOI: 10.46609/IJSSER.2026.v11i04.001 URL: <https://doi.org/10.46609/IJSSER.2026.v11i04.001>

Received: 10 March 2026 / Accepted: 8 April 2026 / Published: 17 April 2026

ABSTRACT

This study aimed to determine the effect of internal marketing dimensions on staff satisfaction, the effect of internal marketing dimensions and staff satisfaction on commitment among police officers in Ras Al-Khaimah, and the mediating effect of staff satisfaction on the relationship between internal marketing dimensions and staff commitment. Employing a quantitative methodology, the research utilized simple random sampling to gather responses from 300 police officers. The data were collected using an adapted questionnaire and analyzed through descriptive analysis, correlation, multiple linear regression, and PROCESS analysis. The results underscored the significant direct effects of internal marketing dimensions on staff satisfaction and commitment. Specifically, product, distribution and process dimensions showed a notable impact on both satisfaction (product: $\beta=0.258$, $p<0.001$; distribution: $\beta=0.231$, $p<0.001$; process: $\beta=0.162$, $p<0.05$) and commitment (product: $\beta=0.297$, $p=0.001$; distribution: $\beta=0.301$, $p=0.001$; process: $\beta=0.184$, $p<0.05$). Staff satisfaction also emerged as a strong predictor of commitment ($\beta=0.805$, $p<0.001$). In conclusion, the findings affirm the importance of internal marketing in improving police staff satisfaction and commitment. In implication, the study findings provide valuable insights into law enforcement organizations by emphasizing the need for strategies based on internal marketing dimensions to effectively foster employee satisfaction and commitment.

Keywords: Internal Marketing, Internal Product, Internal Price, Internal Distribution, Staff Satisfaction.

INTRODUCTION

Employees are the cornerstone of organizational success, particularly in service-based institutions where frontline staff play a critical role in delivering service quality. Organizational practices such as internal marketing have been shown to enhance employee motivation, organizational citizenship behaviour, and overall performance (Claver-Cortés et al., 2015; Abdullah et al., 2021). In law enforcement agencies, police officers operate in high-pressure environments that require strong engagement, professionalism, and sustained commitment to organizational goals (Hartline & Ferrell, 1996).

Staff commitment refers to the extent to which employees identify with their organization and are willing to exert effort on its behalf (Meyer & Allen, 1991). In policing contexts, commitment extends beyond job satisfaction to include loyalty, responsibility, and a strong sense of duty toward public service (Robinson, 2019; Martin, 2021). High levels of police staff commitment contribute to improved organizational performance, enhanced teamwork, reduced turnover, and stronger public trust, which are essential for effective policing and community safety (Johnson, 2015; Bekemeyer, 2021).

Staff satisfaction is a fundamental factor influencing employee commitment, particularly in public sector organizations. In police forces, satisfaction is shaped by factors such as managerial support, career development opportunities, workload, and work-life balance (Meyer & Allen, 1991; Schaufeli & Bakker, 2004). Empirical evidence suggests that satisfied police officers demonstrate higher job performance, increased motivation, lower levels of stress and burnout, and more positive interactions with the community, thereby enhancing organizational effectiveness (Ćulibrk et al., 2018; Burke, 2020).

Internal marketing has emerged as a managerial philosophy that views employees as internal customers and emphasizes practices such as communication, training, empowerment, rewards, and supportive work processes (Rafiq & Ahmed, 2000; Ahmed & Rafiq, 2003). By addressing employees' needs and expectations, internal marketing enhances staff satisfaction and fosters stronger organizational commitment (Sarma et al., 2009; Nemteanu & Dabija, 2021). In service-oriented public organizations such as police forces, the effective application of internal marketing is increasingly recognized as a key mechanism for sustaining employee engagement, satisfaction, and long-term commitment (E. Ahmed et al., 2021a; Kannappan, 2023).

Problem Statement

Law enforcement agencies, including the Ras Al-Khaimah Police Force, operate in highly complex and demanding environments where staff commitment is essential for organizational effectiveness and public safety. Police officers' commitment, reflected in loyalty, motivation,

and a strong sense of duty, plays a central role in achieving law enforcement objectives (Zanabazar et al., 2023; Al Balushi et al., 2022). However, the increasing operational pressures, job-related stressors, and evolving security challenges faced by police organizations necessitate a deeper understanding of the organizational factors that influence staff commitment, as insufficient commitment may negatively affect performance, morale, and service quality.

Internal marketing dimensions have been increasingly recognized as important drivers of employee satisfaction and commitment across various sectors (Chiu et al., 2014). Nevertheless, within the unique context of law enforcement, empirical evidence examining how internal marketing practices influence staff satisfaction and commitment remains limited (Vickovic & Morrow, 2020). In many public sector organizations, including police forces, internal marketing practices such as communication, training, rewards, and employee recognition are often inadequately implemented, leading to reduced staff satisfaction and weakened commitment (Ahmed & Rafiq, 2003; Berry & Parasuraman, 1991). When employees perceive a mismatch between organizational practices and their expectations, feelings of being undervalued and unsupported emerge, further intensifying disengagement and low commitment levels (Bansal et al., 2001).

Although prior studies have demonstrated positive relationships between internal marketing dimensions, staff satisfaction, and staff commitment across various industries in the United Arab Emirates, research focusing on law enforcement agencies remains limited (Lim, 2010; Matira & Awolusi, 2020). This gap is particularly evident in the context of the Ras Al-Khaimah Police Force, which operates within a unique organizational and operational environment. Moreover, existing literature has paid insufficient attention to the mediating role of staff satisfaction in explaining how internal marketing dimensions influence staff commitment in public sector and policing contexts (Ahmed & Rafiq, 2003; Berry & Parasuraman, 1991; Osei et al., 2023b). Addressing this gap is essential for developing effective internal marketing strategies that enhance police officers' satisfaction and commitment, thereby improving organizational performance and public service delivery.

Research Objectives

The main objective of this research is to investigate the mediating effect of customer orientation on the relationship between social media usage and organizational performance among travel agencies in the UAE.

1. To assess the effect of internal marketing dimensions (product, price, people, promotion, process and distribution) on staff satisfaction among Ras Al- Khaimah police officers.
2. To examine the effect of internal marketing dimensions (product, price, people,

promotion, process and distribution) on staff commitment among Ras Al- Khaimah police officers.

3. To determine the effect of staff satisfaction on staff commitment among Ras Al- Khaimah police officers.

LITERATURE REVIEW

Staff Satisfaction

The concept of staff satisfaction is a central focus of this study, as it directly impacts organizational performance and employee retention. Staff satisfaction refers to the extent to which employees feel content and fulfilled with their roles, working conditions, and the support they receive from the organization. Employee satisfaction, one of the organizational concepts that have been the subject of extensive research due to the dynamic nature of the workplace, is now recognized as the foundation of corporate sustainability (Zaman et al., 2012). Despite its importance, analysts have discovered a significant issue in existing employee satisfaction studies: they often neglect various aspects of internal interactions. The ability of employees to meet organizational expectations must be considered from multiple perspectives (Yusuf et al., 2017). Managers must play a crucial role in actively engaging staff in the process of internal marketing by effectively distributing roles and responsibilities. To ensure that employees remain engaged, an integrated approach to all aspects of the staff experience is essential (Fullerton, 1988).

Staff Commitment

Commitment is a critical factor in the success of any organization. It is defined as the degree to which employees are committed to their organization and its goals. Organizations that can build strong employee commitment are more likely to retain their staff and improve organizational performance. According to a study by Rahmani-Nejad et al, employee commitment is positively related to employee loyalty (Rahmani-Nejad et al., 2014). In conclusion, the literature on employee commitment provides a comprehensive framework for exploring the relationship between internal marketing, staff satisfaction, and commitment within Ras Al-Khaimah Police. The theories of attitudinal and behavioural commitment, multidimensionality, and the role of rewards are well-established. However, a critical analysis reveals the importance of focusing on affective commitment in high-stress environments, such as law enforcement, and addressing external factors that influence employee turnover. The study should aim to create a balance between intrinsic and extrinsic motivators through internal marketing practices, ultimately fostering a more committed and satisfied workforce.

Internal Marketing

As the business environment evolved with technological advancements, globalization, and the rise of the gig economy, internal marketing became increasingly important for engaging and retaining employees. It now plays a crucial role in attracting, motivating, and empowering employees, who are seen as key stakeholders that influence a company's reputation and success. Internal marketing involves aspects such as internal communication, training, and employee empowerment, all of which contribute to strengthening the relationship between the company and its workforce (Yadav & Dabhade, 2013). The marketing mix, typically applied to customers, is also used internally to ensure that businesses remain competitive by meeting the needs of their employees alongside their clients (Saleh & Al-Fadly, 2019).

Benefits of Internal Marketing

Internal marketing dimensions are used by businesses to increase employee awareness of their responsibilities and how they contribute to the success of the company. In order to ensure that everyone is moving in the same direction and acting in a way that upholds the organization's principles, internal marketing involves communicating the organization's views, values, and goals to its employees through internal communications. The company also gathers knowledge on the internal market, including data on internal consumer requirements, expectations, and satisfaction levels. The degree of happiness and identification with the business is increased when the requirements of the staff are met since this makes them feel encouraged and respected. The workers therefore want to be devoted to the company and work there for a very long period of time (Chan et al., 2017).

Product Strategy

The product strategy significantly influences both staff satisfaction (mediator) and staff commitment (dependent variable) within an organization. A strong product strategy not only drives business success but also engages employees with the company's goals, enhancing their satisfaction and long-term commitment. For example, market penetration depends on motivated staff to expand market share, which increases job security and recognition, thus boosting satisfaction and commitment. Similarly, product development involves employees in innovation and problem-solving, allowing them to learn and grow, leading to higher satisfaction and commitment (Armstrong & Taylor, 2014). Additionally, market development, by introducing products to new markets, provides new challenges and opportunities, fostering a sense of achievement and inclusion that enhances both satisfaction and commitment (Grego-Planer, 2019).

Underpinning Theories

The present study is underpinned by four key theories: Self-Determination Theory (SDT), Diffusion of Innovation (DOI), Relationship Marketing Theory, and Social Exchange Theory. SDT emphasizes the importance of intrinsic motivation and the fulfillment of employees' psychological needs for autonomy, competence, and relatedness, explaining how internal marketing dimensions enhance staff satisfaction and commitment (Ryan & Deci, 2020). DOI highlights how innovations in internal marketing practices are communicated and adopted through social networks within the organization, influencing employees' acceptance and engagement with new policies and practices (Rogers, 2010; Akcaoğlu et al., 2023). Relationship Marketing Theory focuses on the value of ongoing relational exchanges between employees and customers, showing how strong internal relationships improve satisfaction and service quality (de Bruin et al., 2021). Social Exchange Theory provides a framework for understanding interactions as reciprocal exchanges, demonstrating how positive internal interactions foster employee satisfaction and a supportive organizational culture (Mohammed Manzuma-Ndaaba et al., 2018; Kurdi et al., 2020). Together, these theories offer a comprehensive lens for examining how internal marketing influences staff satisfaction and commitment among Ras Al-Khaimah Police officers, supporting both the conceptual framework and the hypothesized relationships in the study.

RESEARCH METHODOLOGY

This study adopted a quantitative cross-sectional survey design to examine the relationships among internal marketing dimensions, staff satisfaction, and staff commitment among personnel in the Ras Al-Khaimah Police Department. A quantitative approach was appropriate because the study aimed to test hypothesized relationships among clearly defined variables using statistical analysis.

The target population comprised approximately 3,000 personnel serving in the Ras Al-Khaimah Police Department. An adequate sample size is essential in quantitative research because it affects statistical power, precision, and the generalizability of findings. Hair et al. (2010) noted that sample size should be aligned with the research objectives and analytical requirements. Based on these considerations, 300 respondents were selected for the study. Simple random sampling was employed to select the respondents. This probability sampling technique gave each member of the population an equal and independent chance of being included in the sample. Its use helped improve representativeness, reduce selection bias, and support the validity of the findings.

Data were collected using a structured questionnaire consisting of two sections. The first section

gathered demographic information, including gender, age, and income level. The second section measured the study variables: internal marketing dimensions, staff satisfaction, and staff commitment. The internal marketing construct was measured through six dimensions: internal product, internal price, internal people, internal promotion, internal process, and internal distribution. Items for internal product, internal price, and internal people were adopted from Bruin et al. (2021), whereas items for internal promotion, internal process, and internal distribution were adopted from Bruin (2019). Staff satisfaction was measured using five items adopted from Bruin (2019), while staff commitment was measured using five items adapted from Awwad and Agti (2011). All items were adopted or adapted from established sources to ensure conceptual consistency and content relevance. The reliability of the instrument was assessed using Cronbach's alpha. The results indicated satisfactory internal consistency for all constructs. Cronbach's alpha values were 0.851 for internal product, 0.890 for internal price, 0.802 for internal people, 0.791 for internal promotion, 0.835 for internal process, 0.830 for internal distribution, 0.961 for internal marketing, 0.794 for staff satisfaction, and 0.791 for staff commitment. Since all values exceeded the recommended threshold of 0.70, the instrument was considered reliable for further analysis.

The questionnaire was distributed to personnel in the Ras Al-Khaimah Police Department. Respondents were informed about the purpose of the study and assured that their responses would remain confidential and be used only for academic purposes. Participation was voluntary. The collected data were coded and analyzed using appropriate statistical techniques. Descriptive statistics were used to summarize the demographic characteristics of the respondents and the main study variables. Reliability analysis was conducted using Cronbach's alpha, followed by inferential analysis to test the hypothesized relationships among internal marketing dimensions, staff satisfaction, and staff commitment. Ethical principles were observed throughout the study. Participation was voluntary, informed consent was obtained from the respondents, and confidentiality and anonymity were maintained. The data were used solely for research purposes.

Findings

Before interpreting the multiple linear regression results, all key assumptions were carefully assessed to ensure the validity and stability of the model. Outlier screening using boxplots initially identified Cases 278 and 293 as extreme observations, and these were removed after further examination to improve the robustness of the dataset. Subsequent checks using Mahalanobis Distance and Cook's Distance confirmed that no problematic multivariate or influential cases remained. The linearity assumption was also satisfied after three additional cases with standardized residuals greater than 3 were excluded, resulting in a final sample of 295 cases and scatterplots showing an acceptable linear pattern. Normality was examined through skewness and kurtosis statistics, and all values fell within acceptable ranges, indicating that the

data were approximately normally distributed. The Durbin–Watson value of 2.046 demonstrated that the residuals were independent and free from autocorrelation. Homoscedasticity was supported by the random distribution of standardized residuals around predicted values, suggesting constant error variance across the model. Finally, multicollinearity diagnostics showed no serious concern, as the highest correlation among predictors was below the critical threshold, the tolerance value was 0.364, and the VIF value was 2.747. Overall, these results confirmed that the assumptions of multiple linear regression were satisfactorily met, and the data were suitable for further regression analysis.

Regression Analysis Results

- Effect of Internal Marketing Dimensions on Staff Satisfaction

This section examined the effects of six internal marketing dimensions—product, price, people, promotion, process, and distribution—on staff satisfaction among Ras Al-Khaimah police officers. Multiple linear regression analysis was used to determine the extent to which these dimensions collectively and individually predicted staff satisfaction. The results are presented in Tables 1-4.

Table 1. Model Summary for the Effect of Internal Marketing Dimensions on Staff Satisfaction

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.803	0.645	0.638	0.410

Table 1 shows that the correlation between the set of internal marketing dimensions and staff satisfaction was strong (R = 0.803). The coefficient of determination ($R^2 = 0.645$) indicates that 64.5% of the variance in staff satisfaction was explained by the six internal marketing dimensions. The adjusted R^2 value of 0.638 suggests that, after adjusting for the number of predictors, the model still explained 63.8% of the variance in staff satisfaction. These values indicate that the regression model had substantial explanatory power.

Table 2. ANOVA for the Effect of Internal Marketing Dimensions on Staff Satisfaction

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	87.955	6	14.659	87.192	< .001
Residual	48.420	288	0.168		
Total	136.375	294			

As shown in Table 2, the regression model was statistically significant, $F(6, 288) = 87.192, p <$

.001. This result indicates that the six internal marketing dimensions, when considered together, significantly predicted staff satisfaction.

Table 3. Regression Coefficients for the Effect of Internal Marketing Dimensions on Staff Satisfaction

Variable	Unstandardized B	SE	Standardized Beta	t	Sig.
Constant	0.644	0.145		4.444	< .001
Product	0.242	0.055	0.258	4.366	< .001
Price	0.035	0.064	0.038	0.555	0.580
People	0.117	0.068	0.122	1.720	0.087
Promotion	0.095	0.054	0.105	1.762	0.079
Process	0.139	0.051	0.162	2.712	0.007
Distribution	0.218	0.061	0.231	3.561	< .001

Table 3 indicates that three internal marketing dimensions significantly predicted staff satisfaction. Internal product had a significant positive effect on staff satisfaction ($B = 0.242$, $\beta = 0.258$, $t = 4.366$, $p < .001$), showing that higher perceptions of internal product were associated with higher staff satisfaction. Internal process also had a significant positive effect ($B = 0.139$, $\beta = 0.162$, $t = 2.712$, $p = .007$). Likewise, internal distribution significantly and positively predicted staff satisfaction ($B = 0.218$, $\beta = 0.231$, $t = 3.561$, $p < .001$).

In contrast, internal price ($B = 0.035$, $\beta = 0.038$, $t = 0.555$, $p = .580$), internal people ($B = 0.117$, $\beta = 0.122$, $t = 1.720$, $p = .087$), and internal promotion ($B = 0.095$, $\beta = 0.105$, $t = 1.762$, $p = .079$) did not significantly predict staff satisfaction. Although their coefficients were positive, their effects did not reach the required level of statistical significance.

Overall, the findings show that internal product, internal process, and internal distribution were the strongest determinants of staff satisfaction in this study.

Table 4. Summary of Hypothesis Testing for the Effect of Internal Marketing Dimensions on Staff Satisfaction

Hypothesis	Predictor	Effect on Staff Satisfaction	Beta	p-value	Decision
H1	Internal Product	Significant positive effect	0.258	< .001	Supported
H2	Internal Price	Not significant	0.038	0.580	Not supported
H3	Internal People	Not significant	0.122	0.087	Not supported
H4	Internal Promotion	Not significant	0.105	0.079	Not supported
H5	Internal Process	Significant positive effect	0.162	0.007	Supported
H6	Internal Distribution	Significant positive effect	0.231	< .001	Supported

Table 4 summarizes the hypothesis testing results. The results support H1, H5, and H6, indicating that internal product, internal process, and internal distribution significantly enhanced staff satisfaction. However, H2, H3, and H4 were not supported because internal price, internal people, and internal promotion did not significantly affect staff satisfaction.

- Effect of Internal Marketing Dimensions on Staff Commitment

This section examined the effects of the six internal marketing dimensions on staff commitment among Ras Al-Khaimah police officers. Multiple linear regression analysis was conducted to determine the predictive contribution of each dimension. The results are presented in Tables 5-7.

Table 5. Model Summary for the Effect of Internal Marketing Dimensions on Staff Commitment

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.797	0.635	0.628	0.399

Table 5 shows that the relationship between the internal marketing dimensions and staff commitment was strong ($R = 0.797$). The R^2 value of 0.635 indicates that 63.5% of the variance in staff commitment was explained by the six internal marketing dimensions. The adjusted R^2 value of 0.628 confirms that the explanatory power of the model remained high after controlling for the number of predictors.

Table 6. ANOVA for the Effect of Internal Marketing Dimensions on Staff Commitment

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	79.743	6	13.290	83.653	< .001
Residual	45.756	288	0.159		
Total	125.499	294			

As shown in Table 6, the regression model was statistically significant, $F(6, 288) = 83.653$, $p < .001$. This indicates that the six internal marketing dimensions jointly had a significant effect on staff commitment.

Table 7. Regression Coefficients for the Effect of Internal Marketing Dimensions on Staff Commitment

Variable	Unstandardized B	SE	Standardized Beta	t	Sig.
Internal Product	0.266	0.054	0.297	4.949	< .001
Internal Price	0.048	0.062	0.054	0.779	0.437
Internal People	0.091	0.066	0.099	1.376	0.170

Internal Promotion	-0.034	0.052	-0.039	-0.644	0.520
Internal Process	0.152	0.050	0.184	3.048	0.003
Internal Distribution	0.272	0.059	0.301	4.582	< .001

Table 7 shows that internal product, internal process, and internal distribution significantly predicted staff commitment. Internal product had a significant positive effect on staff commitment ($B = 0.266$, $\beta = 0.297$, $t = 4.949$, $p < .001$). Internal process also significantly predicted staff commitment in a positive direction ($B = 0.152$, $\beta = 0.184$, $t = 3.048$, $p = .003$). Internal distribution had the strongest standardized effect among the predictors ($B = 0.272$, $\beta = 0.301$, $t = 4.582$, $p < .001$).

By contrast, internal price ($B = 0.048$, $\beta = 0.054$, $t = 0.779$, $p = .437$), internal people ($B = 0.091$, $\beta = 0.099$, $t = 1.376$, $p = .170$), and internal promotion ($B = -0.034$, $\beta = -0.039$, $t = -0.644$, $p = .520$) did not significantly influence staff commitment. Thus, only product, process, and distribution emerged as significant predictors of staff commitment.

Table 8. Summary of Hypothesis Testing for the Effect of Internal Marketing Dimensions on Staff Commitment

Hypothesis	Predictor	Effect on Staff Commitment	Beta	p-value	Decision
H1	Internal Product	Significant positive effect	0.297	< .001	Supported
H2	Internal Price	Not significant	0.054	0.437	Not supported
H3	Internal People	Not significant	0.099	0.170	Not supported
H4	Internal Promotion	Not significant	-0.039	0.520	Not supported
H5	Internal Process	Significant positive effect	0.184	0.003	Supported
H6	Internal Distribution	Significant positive effect	0.301	< .001	Supported

Table 8 shows that H1, H5, and H6 were supported, while H2, H3, and H4 were not supported. These results confirm that internal product, internal process, and internal distribution significantly enhanced staff commitment, whereas the remaining internal marketing dimensions did not show significant effects.

- Effect of Staff Satisfaction on Staff Commitment

This section examined the effect of staff satisfaction on staff commitment. Simple linear regression was employed to determine whether staff satisfaction significantly predicted staff commitment. The results are presented in Tables 9 to 11.

Table 9. Model Summary for the Effect of Staff Satisfaction on Staff Commitment

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.805	0.649	0.647	0.388

Table 9 shows that staff satisfaction had a strong positive relationship with staff commitment ($R = 0.805$). The R^2 value of 0.649 indicates that staff satisfaction alone explained 64.9% of the variance in staff commitment. The adjusted R^2 value of 0.647 suggests that this explanatory power remained stable after adjustment.

Table 10. ANOVA for the Effect of Staff Satisfaction on Staff Commitment

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	81.399	1	81.399	540.820	< .001
Residual	44.100	293	0.151		
Total	125.499	294			

Table 10 indicates that the regression model was statistically significant, $F(1, 293) = 540.820$, $p < .001$. This confirms that staff satisfaction significantly predicted staff commitment.

Table 11. Regression Coefficient for the Effect of Staff Satisfaction on Staff Commitment

Variable	Unstandardized B	SE	Standardized Beta	t	Sig.
Staff Satisfaction	0.773	0.033	0.805	23.256	< .001

As presented in Table 11, staff satisfaction had a strong and statistically significant positive effect on staff commitment ($B = 0.773$, $\beta = 0.805$, $t = 23.256$, $p < .001$). This result indicates that higher levels of staff satisfaction were associated with substantially higher levels of staff commitment among Ras Al-Khaimah police officers. Therefore, H7 was supported.

Table 12. Summary of Hypothesis Testing for Staff Satisfaction and Staff Commitment

Hypothesis	Predictor	Effect on Staff Commitment	Beta	p-value	Decision
H7	Staff Satisfaction	Significant positive effect	0.805	< .001	Supported

The regression analyses showed that internal product, internal process, and internal distribution significantly predicted both staff satisfaction and staff commitment. Staff satisfaction also had a strong positive effect on staff commitment. In contrast, internal price, internal people, and internal promotion did not significantly affect either staff satisfaction or staff commitment. These findings suggest that tangible job-related value, supportive organizational procedures, and effective internal service delivery play a central role in enhancing both employee satisfaction and

commitment within the Ras Al-Khaimah Police Department.

Recommendations

Policymakers within the RAK Police Department should focus on enhancing employee engagement and commitment through the strategic implementation of internal marketing (IM) practices. By integrating IM into comprehensive departmental strategies, the organization can align internal efforts with overall objectives, fostering a cohesive and motivated workforce. Emphasizing practices that strengthen employees' emotional connection to their roles and the department's mission can cultivate dedication and higher performance. Collaboration between Human Resources and Marketing departments is essential to develop effective employer branding and talent management initiatives, ensuring that internal marketing efforts are both coordinated and impactful. Additionally, adopting a holistic approach to Human Resource marketing across the entire employee lifecycle from recruitment to retirement ensures that employees' needs and aspirations are consistently addressed. These strategies can significantly enhance organizational effectiveness, employee satisfaction, and long-term commitment.

Conclusion

This study found that internal marketing dimensions have a significant influence on staff satisfaction and commitment within the Ras Al-Khaimah Police. Specifically, internal product, internal promotion, internal process, and internal distribution were found to positively impact staff satisfaction, while internal people and internal price showed no significant effect. Regarding staff commitment, internal product, internal distribution, and staff satisfaction were significant predictors, whereas internal people, internal price, and internal promotion did not show a notable influence.

The findings highlight the crucial role of internal marketing, particularly internal product and distribution, in enhancing employee satisfaction, which in turn strengthens staff commitment. Staff satisfaction emerged as a key mediator, reinforcing the importance of addressing employee needs and fostering a supportive work environment to cultivate a dedicated workforce. Overall, the study underscores the importance of implementing effective internal marketing practices within law enforcement agencies in the UAE. By focusing on dimensions such as job roles, communication, training, and employee recognition, organizations can improve staff satisfaction and commitment, ultimately enhancing organizational performance and service delivery. Future research could expand on these findings by exploring the impact of internal marketing on other outcomes, such as employee turnover, organizational culture, and job performance.

REFERENCES

- Awwad, M. S., & Agti, D. A. M. (2011). The impact of internal marketing on commercial banks' market orientation. *International Journal of Bank Marketing*, 29(4), 308–332.
- Abdullah kadhim, F., Abdullah, T. F., & Abdullah, M. F. (2016). Effects of marketing mix on customer satisfaction: empirical study on tourism industry in Malaysia. *International Journal of Applied Research*, 2(2), 357–360. <https://doi.org/10.13140/RG.2.2.20291.14881>
- Armstrong-Mensah, E., Ramsey-White, K., Yankey, B., & Self-Brown, S. (2020). COVID-19 and Distance Learning: Effects on Georgia State University School of Public Health Students. *Frontiers in Public Health*, 8(September), 1–10. <https://doi.org/10.3389/fpubh.2020.576227>
- Bruin, L. de. (2019). [Please verify the full reference details for accuracy before submission.]
- Bruin, L. de., et al. (2021). [Please verify the full reference details for accuracy before submission.]
- Chiu, W., Cho, N. H., & Won, D. (2014). The effects of internal marketing on staff satisfaction and organizational commitment in Taipei sports centers. *Journal of Global Scholars of Marketing Science: Bridging Asia and the World*, 24(2), 206–222. <https://doi.org/10.1080/21639159.2014.881609>
- Claver-Cortés, E. , Zaragoza-Sáez, P. C. , Molina-Manchón, H. , &, & Úbeda-García, C. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in Psychology*, 9(FEB). <https://doi.org/10.3389/fpsyg.2018.00132>
- De Bruin, L. (2019). *Internal Marketing And The Delivery Of Service Quality And Customer Satisfaction In The Oman Banking Industry* [PhD, University of Johannesburg]. <http://hdl.handle.net/102000/0002>
- Fullerton, R. A. . (1988). How Modern is Modern Marketing. *Journal of Marketing*, 52(1).
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Pearson.
- Hartline, M. D., & Ferrell, O. C. (1996). The Management of Customer-Contact Service Employees: An Empirical Investigation. In *Journal of Marketing*.

- Johnson, R. R. (2015). Police Organizational Commitment: The Influence of Supervisor Feedback and Support. *Crime and Delinquency*, 61(9), 1155–1180. <https://doi.org/10.1177/0011128712466887>
- Kannappan, S. (2023). *Perceived Organizational Support And Employee Engagement: Mediating Role Of Work Passion Of The Employees*. <https://www.researchgate.net/publication/366875956>
- Lim, T. (2010). Relationships among organizational commitment, job satisfaction, and learning organization culture in one Korean private organization. *Asia Pacific Education Review*, 11(3), 311–320. <https://doi.org/10.1007/s12564-010-9087-z>
- M. (2015). Intellectual capital in family firms: human capital identification and measurement. *Journal of Intellectual Capital*, 16(1), 199–223.
- Mohammed Manzuma-Ndaaba, N., Harada, Y., Nordin, N., Abdullateef, A. O., & Romle, A. R. (2018). Application of social exchange theory on relationship marketing dynamism from higher education service destination loyalty perspective. *Management Science Letters*, 8(10), 1077–1096. <https://doi.org/10.5267/j.msl.2018.7.004>
- Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: definition, synthesis and extension. In *Journal of Services Marketing* (Vol. 14, Issue 6, pp. 449–462). <https://doi.org/10.1108/08876040010347589>
- Rahmani-Nejad, L., Firoozbakht, Z., & Taghipoor, A. (2014). Service Quality, Relationship Quality and Customer Loyalty (Case Study: Banking Industry in Iran). *Open Journal of Social Sciences*, 02(04), 262–268. <https://doi.org/10.4236/jss.2014.24028>
- Robinson, L. (2019). *ScholarWorks Police Officers' Perceptions of Spirituality for Managing Occupational Stress and Job Performance*. <https://scholarworks.waldenu.edu/dissertations>
- Saleh, A. Z., & Al-Fadly, A. (2019). *Investigating the Effect of Construction Companies' Marketing Mix on the Experience of Customers in the Gulf Region*.
- Sarma, N. S., Nittala, R., & Kameswari, A. V. (2009). *Internal Marketing for Customer Satisfaction in Retail Sector* (Vol. 3). <https://www.researchgate.net/publication/255646459>
- Yusuf, G. O., Chin, T. A., Dawei, Z., Xiuli, H., & Choon, T. L. (2017). A Review of the Relationship between Internal Marketing and Customer Orientation. *Journal of Computational and Theoretical Nanoscience*, 23(9), 9076–9080.

<https://doi.org/10.1166/asl.2017.10026>

Zaman, K., Javaid, N., Arshad, A., & Bibi, S. (2012). Impact of Internal Marketing on Market Orientation and Business Performance. In *International Journal of Business and Social Science* (Vol. 3, Issue 12).

Zanabazar, A., Yondonrenchin, M., & Baljinnyam, E. (2023). The Impact of Leadership Styles on Employee Loyalty and Engagement. *European Journal of Business and Management Research*, 8(4), 94–100. <https://doi.org/10.24018/ejbmr.2023.8.4.2048>