SOCIAL MEDIA COMMUNICATION MANAGEMENT AND CUSTOMER SATISFACTION – EMPIRICAL STUDY IN THE UAE PUBLIC SECTOR

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ABSTRACT

The aim of this study is to investigate the influence of social media communication management strategies on the customer satisfaction who experience the Dubai police services. The study is motivated by the need to enrich the research in the domain of social media marketing for the public services. The relationship marketing theory (RMT) for Möller and Halinen (2000) is the main theory because it provides the support for the four independent variables of marketing strategy that used engage the customers. The framework comprises four variables advertising, promotion, publicity, and public relation that belong to the strategies of social media communication management. The four identified social media management strategies hypothesized to have impact on the customers' satisfaction. This research is deductive approach that used quantitative methods by using PLS-SEM for statically evaluate the proposed hypotheses based on the collected primary data. The population for this research is all the citizens who live in Dubai and with age of 18 years and estimated as 2.6 million. The final valid dataset includes 387 respondents that collected online. The results revealed that 59.0% of the customers satisfaction (CLS) variance can be explained based on the four independent variables. The precedence of the impact are promotion, publicity, public relation, and advertising, with path coefficient values of 0.276, 0.241, 0.101, and 0.092 respectively. Decision makers in the Dubai police advised to welly manage the social media because it contributes to the perception of the customers satisfaction especially by focusing in promotion and publicity. Future studies can replicate the model in different contexts besides to extending the model to test other variables such as service quality as a mediator or awareness as a moderator.
Keywords: Advertising, Promotion, Publicity, Public Relation, Customer Satisfaction, Dubai Police

INTRODUCTION

Because of the nature of social media, corporate communication actors are faced with a conundrum (Hagen, Neely, Scharf, & Keller, 2020). There is no denying the all-pervasive nature of social media and the widespread uptake it has seen around the world (Abbas Naqvi, Jiang, Miao, & Naqvi, 2020). There have been a few studies that have looked at how the use of social media by law communication agencies affects their ability to achieve certain goals, such as bettering their ability to communicate with the public and asking for the public's assistance in fighting crime by providing them with accurate and timely information (Hu & Lovrich, 2020). Previous study on the organizational features of law enforcement organizations that make use of social media is scant (Hu & Lovrich, 2021). Many research

findings indicate that people's personal interactions with the police considerably impact their perceptions. These interactions mainly occur during instances like traffic stops or public gatherings where police offer a visible security presence. Such experiences are predominantly obtained through public engagements with the police (Griego, 2021).

Previous research tends to suggest that the primary source of citizens' indirect interactions with the police is the mass media, and that these types of "mediated" experiences have an effect not just on public opinions of the police but also on the police themselves (Choi, Yim, & Hicks, 2020). According to the findings of certain research, individuals are more likely to have an unfavorable opinion of the police if they are exposed to or witness instances of conflict between police officers and members of the public (Famosaya, 2020). In terms of making improvements to indirect experiences, the introduction of public information police may be seen as one of the most promising advancements in this sector (Lin, Ling, Lin, & Liang, 2021). The problems that are militating against the adoption of social media include structural government, cultural government, structural citizen, and cultural citizen. These hurdles have been recognized as impediments to the use of social media by the police (Uduma et al., 2021). Even while the police utilize social media and the hurdles to its use are still expanding in industrialized nations and a few developing countries, little is known about the social media usage by police forces (Ali, 2011). The information age is "data-driven," "intelligence-led," and "technologically mediated," which is why the adoption of social media by the police for surveillance and crime prevention is reliant on it (Agba, Ogaboh, & Tersoo, 2020).

On the other hand, due to a variety of problems, police departments are unable to fully capitalize on the prospects presented by the various social media platforms in terms of service delivery (O'Regan & Carah, 2021). In recent times, the performances of police officers in organizations have become fairly intimidating (Lawson, Wolfe, Rojek, & Alpert, 2021). The public has been unsatisfied with the behavior and performance of police employees, which has led to an increase in the number of instances of crime, corruption, and abuse of authority (Chong & Mui, 2021). The nation is always concerned about the task performance of police officers, as well as their commitment and level of job satisfaction, because of their critical role as a law enforcement agency and their contribution to the nation's security and development. In addition, the nation is concerned about the police officers' commitment to their jobs (Lambert, Qureshi, & Frank, 2021). A profession in law enforcement is one that is particularly significant to the expansion of a nation's economy and social development (Lan, Chen, Zeng, & Liu, 2020).

In the public management, a high level of customer satisfaction is seen as an important factor in determining overall success, which highlights the need of measuring and overseeing this metric (Eid, Robin, & Wierdak, 2021). As opposed to being a phenomenon that is exclusive to individual transactions, customer satisfaction is now understood to be a cumulative construct and an effective customer condition that is appropriately obtained from an examination of all factors which pertain to a company's service quality (Eskinder, 2021). The transparency and integrity as a utilitarian factor, and the interactivity, responsivity, and serviceability as essential hedonic qualities because of their relationship with policing services and smart gadgets (Ekaabi, Khalid, & Davidson, 2020). It is generally accepted that utilitarian and hedonic factors have a good influence on policing, and it is believed that these dimensions

may play an important part in the process of building quality policing service (Ekaabi et al., 2020). The advent of social media has made a plethora of new channels available, which can be used to spread content, create relationships, encourage interaction, and get a better understanding of the requirements of target audiences (Shawky, Kubacki, Dietrich, & Weaven, 2019).

This particular study explores two research gaps, the theoretical gap that emphasis on the predicting customers satisfaction based on the social media communication management point of view for the public services, and the practical gap that emphasis on the need to examine how the social media marketing strategies can impact the customers satisfaction of the Dubai police services after years of implementing those services in Dubai. Therefore, this research aims to examine the influence of social media communication management (advertising, promotion, publicity, and public relation) on the customers satisfaction among the residents in Dubai who use the Dubai police services.

LITERATURE REVIEW

Customer Satisfaction

The customer satisfaction can easily be actually defined as a judgement exercised through a customer, following a service conflict, in appreciation of the magnitude to which the company satisfied consumer requirements or expectations (Deepak & Jeyakumar, 2019; Nagel & Cilliers, 1990). Apart coming from perks to the customer, customer satisfaction has actually been actually presented to be actually favourably connected with boosted organisation performance and customer loyalty (B. Koo, Yu, Chua, Lee, & Han, 2020). It is also crucial to distinguish between advancing and transaction-specific customer satisfaction (Inaloo & Beigi, 2018). Transaction-specific contentment pertains to examination of a post-choice activity for a certain solution encounter, whereas advancing fulfilment pertains to examination of service meet experiences with time (Ali, 2016). While deal kind satisfaction might lead to a boost or minimize in satisfaction, its own impact is actually marginal, about increasing client adventures (Kranzbühler, Kleijnen, Morgan, & Teerling, 2018).

The customer satisfaction can easily be specified as a common sense exercised through a consumer, complying with a company conflict, in respect of the degree to which the service met consumer necessities or even desires (Boukis, Koritos, Daunt, & Papastathopoulos, 2020). Apart from perks to the customer, customer satisfaction has actually been actually presented to be actually positively associated with boosted organisation performance and consumer devotion (H. M. Koo, Kim, Shin, & Song, 2021). The regarded performance of company qualities through the client is actually made use of as a basic input in the measurement of customer satisfaction (Nguyen, Pham, Tran, & Pham, 2020). Customers interact with services in accordance with some pre-existing standard or even manuscript of solution experiences, and typically a clash in between the service device style and the client's picked manuscript is a significant source of company failing (Sangle-Ferriere & Voyer, 2019). Explain the quality of high customer satisfaction as dropped cost elasticity, boosted devotion, decreased potential deal costs, decreased costs of bring in new consumers and boosted business's track record (Nhi, Khuong, Doan, & Phuong, 2019).

Advertising and Customer Satisfaction

Advertising may be defined as a form of commercial communication that makes use of an overtly sponsored, impersonal message to promote or sell a product, service, or concept (Hackley & Hackley, 2017; Reeves, 2017). Businesses that want to raise awareness of their goods or services are often the ones who foot the bill for advertising campaigns (Ahrholdt, Gudergan, & Ringle, 2017; De Mooij, 2018). Customer satisfaction gauges the extent to which customers are content with a company's products, services, and abilities. It is defined as an indicator that evaluates customer happiness with a business (Jamal & Evanita, 2019). Consequently, this research assumes a positive direct influence of advertising on customer satisfaction. This hypothesis is compatible with different previous studies that examined the advertising as a marketing strategy in different domains; such as De Mooij (2018) and Hong et al. (2020) .

•   Advertising in the social media has a significant influence on the customer satisfaction of the Dubai police services.

Promotion and Customer Satisfaction

The study and management of different kinds of trade relationships is known as promotion or marketing. It refers to the commercial process of determining, predicting, and fulfilling the requirements and desires of one's clientele (Bramtika, Listyaningsih, & Purwanto, 2019; Subramanian, Gunasekaran, & Gao, 2016). Because it is used to attract customers, marketing is one of the most important aspects of both the management of businesses and the conduct of commercial transactions (Ghezelbash & Khodadadi, 2017; Teeroovengadum, Nunkoo, Gronroos, Kamalanabhan, & Seebaluck, 2019). The phrase "customer satisfaction" is one that is used frequently in marketing. It is a customer of how well a company meets or exceeds the expectations of its customers for the products and services it provides (Ahmad, Ahmad, & Papastathopoulos, 2019). Therefore, this study assuming a positive direct effect of promotion on customer satisfaction. This hypothesis is compatible with different previous studies that examined the promotion as a marketing strategy in different domains; such as Ahmad et al. (2019) and Devesh (2019).

•   Promotion in the social media has a significant influence on the customer satisfaction of the Dubai police services.

Publicity and Customer Satisfaction

The exposure or knowledge of a product, service, or corporation among the general public is referred to as publicity. It may also refer to the dissemination of information from its origin to the wider public, typically though not always through the media (Lemley, 2018; Nix & Wolfe, 2017). While service quality is defined as an evaluation of how closely a provided service meets the requirements specified by the customer (Adapa & Roy, 2017; Lee, Lee, & Kim, 2017). Customer satisfaction serves as an assessment tool that ascertains the level of contentment customers have with a company's products, services, and competencies. It is characterized as a parameter that evaluates the satisfaction of customers with an organization (Lee et al., 2017; Rajaguru, 2016). So that the better the awareness the company can make about its products and how it will perform, the more the consumers will be happy and satisfied because they will be allowed to see and know options, what is offered and give the feedback. Therefore, this study assuming a positive direct effect of publicity on customer satisfaction.

This hypothesis is compatible with different previous studies that examined the publicity as a marketing strategy in different domains; such as Adapa and Roy (2017) and Lemley (2018).

- Publicity in the social media has a significant influence on the customer satisfaction of the Dubai police services.

Public Relation and Customer Satisfaction

Public relations involves the deliberate management of information sharing and distribution between an individual or organization and the public at large (Ihlen & Fredriksson, 2018; Stacks, 2016). Public relations differ from publicity in that public relations is controlled internally by an organization, while publicity is not managed from within and depends on input from external sources (Ferguson, 2018; Theaker, 2016). The term "customer satisfaction" is often used in marketing (Lee et al., 2017). It represents a measure of the extent to which a company fulfills or surpasses customer expectations for its products and services (Rajaguru, 2016). So that the better the public relations of the company is the better and more the consumers will be happy and satisfied because they will be allowed to see and know options, what is offered and give the feedback. Therefore, this study assuming a positive direct effect of public relation on customer satisfaction. This hypothesis is compatible with different previous studies that examined the public relation as a marketing strategy in different domains; such as Huang et al. (2019) and Ihlen and Fredriksson (2018).

- Public relation in the social media has a significant influence on the customer satisfaction of the Dubai police services.

Conceptual Framework of Social Media Communication Management and Customer Satisfaction

The underpinning theory is the relationship marketing theory (RMT) for Möller and Halinen (2000); the theory provides the support that the proposed four independent variables is a marketing strategies that used in the customers satisfaction. The proposed conceptual framework has four independent variables that belongs to social media communicating management and named advertising, promotion, publicity, and public relation. The dependent variable is the customer satisfaction, which is one of the main outcomes after the positive perception of the offered services by the Dubai police. Figure 1 shows the conceptual framework of this study and the following is the four hypotheses.

- Hypothesis 1: Advertising in the social media has a significant influence on the customer satisfaction of the Dubai police services.
- Hypothesis 2: Promotion in the social media has a significant influence on the customer satisfaction of the Dubai police services.
- Hypothesis 3: Publicity in the social media has a significant influence on the customer satisfaction of the Dubai police services.
- Hypothesis 4: Public relation in the social media has a significant influence on the customer satisfaction of the Dubai police services.
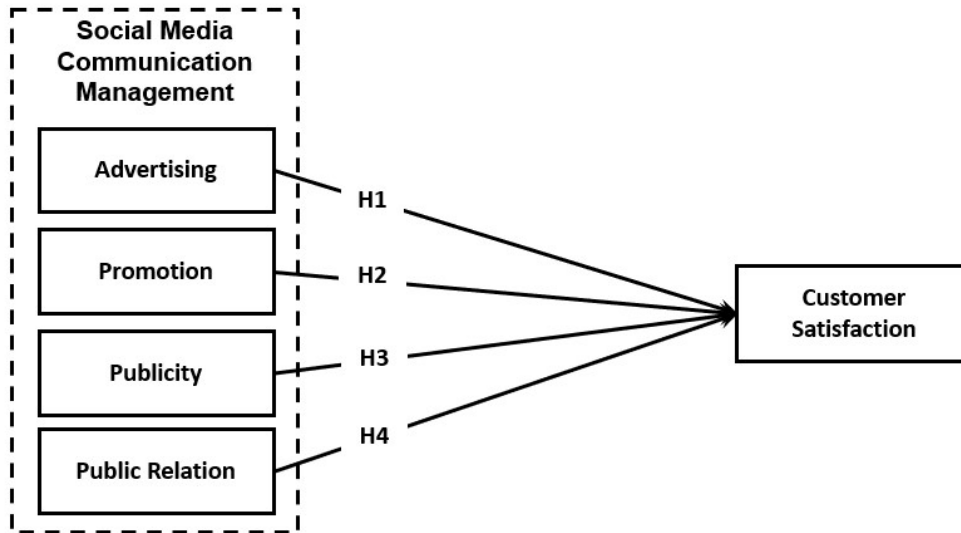
Figure 1. Conceptual Framework

METHODOLOGY

This investigation follows a methodical approach, consisting of a sequence of systematic stages that commence with problem identification and definition, and move towards formulating a provisional hypothesis, culminating in the evaluation of the hypothesis, interpretation of results, and drawing conclusions (Ghauri, Grnhaug, & Strange, 2020). Conducted by Ghauri, Grnhaug, and Strange, this research utilized quantitative methodologies to deliver numerical evidence in support of the proposed hypotheses. The majority of research that take a deductive approach make use of quantitative tools in order to get reliable findings on the hypothesis being investigated (Patten & Newhart, 2017). The data that was used in this study was primary data that was collected specifically for this research by using a well-structured questionnaire to survey the perception of selected samples drawn from the entire population of citizens in Dubai. The data that was used in this study was then used in this study. The statistical study made use of a technique known as partial least equation modeling (PLS), which is a subfield of structural equation modeling (SEM) and is implemented in both developed and predicted models (Sarstedt, Ringle, & Hair, 2021)

The population for this research is all the citizens who live in Dubai and with age of 18 years. According to administrative records, the actual number of the population of the UAE has reached 9.5 million, while in the emirates of Dubai and Abu Dhabi they have reached 6 million. Statistics showed that the population of Dubai reached 3.137 million, and the adults are 2.6 million. The sample size is estimated based on the Krejcie and Morgan (1970) formula and the suitable sample size is 384. The samples were collected online via the google forum service and the sampling technique is convivence.

The main tool for data collection is an adapted questionnaire that have five scales for the different variables and used the Likert-5 scale for estimating the respondents' perceptions. The items of advertising are seven and adapted from previous studies of (Kalomoiris, 2020; Seukindo, 2017). The items of promotion are five and adapted from previous studies of (Fadli,

Heriyanto, & Othman, 2021; Seukindo, 2017). The items of publicity are six and adapted from previous study of (Seukindo, 2017). The items of public relation are five and adapted from previous study of (Trinh & Nguyen, 2017). The items of customer satisfaction are six and adapted from previous studies of (Kant & Jaiswal, 2017; Wisniewski, 2001).

FINDINGS AND DISCUSSIONS

Demographic Profile

The population of this research is comprised of citizens of Dubai who are eligible to receive the services provided by the Dubai police department. 455 instances were successfully gathered online with all of their responses, and the final viable dataset for analysis had 387 cases (or 85.05% of the total). The demographic profile of the respondents indicated that 60.5% of them are males, 62% of them are between the ages of 30 and 50 years old, 61.8% of them had a bachelor degree, 58.9% of them earned between 10,000 and 15,000 Emirate Dirham, and 54.3% of them are married.

Descriptive Analysis

Assessing the perspectives of respondents with regard to each variable is one of the most important aspects of academic research. Every variable is made up of a few different things, like how promotion is broken down into five different questions (items). The mean value of the variable's elements reveals how people generally feel about each scenario. In addition, the perception of each variable is represented by the mean value of all the instances, which totalled 387 in this research. Due to the fact that this study employed a Likert scale to collect data, the interpretations of the results can take on a variety of forms at various levels. The findings of this study provide several perspectives on descriptive statistics.

Table 1 presents a summary of the results for all variables. The outcomes range from 3.04 for Publicity (PU) to 3.25 for public relation (PUR). The primary dependent variable, customer satisfaction, displays a moderate satisfaction level of 63.78% (mean = 3.18), indicating that client satisfaction is at a reasonably positive level but requires enhancement. Regarding the four independent variables, all of them fall within a moderate satisfaction range. Public relation is assessed as moderately satisfied at 65.09% (mean = 3.45); Advertising is evaluated as moderately satisfied at 65.00% (mean = 3.45); Promotion is appraised as moderately satisfied at 64.72% (mean = 3.24); and Publicity is rated as moderately satisfied at 60.75% (mean = 3.04). In summary, participants perceive the social media communication management of Dubai Police services to be at a moderately acceptable level.

Table 1: Descriptive Statistics of Research Constructs

	Minimum	Maximum	Mean	%	Std. Deviation
Advertising	1	5	3.25	65.00%	0.88
Promotion	1.2	5	3.24	64.72%	1.07
Publicity	1	4.83	3.04	60.75%	0.81
Public relation	1	5	3.25	65.09%	0.92
Customer Satisfaction	1.57	5	3.19	63.78%	0.74

Reliability and Validity

Table 2 displays the results of the outside loading reliability test. Every item has to have the appropriate amount of loading within its linked variable. According to the rule of thumb, any loading that is above the threshold of 0.708 is sufficient, any loading that is below the threshold of 0.4 is inadequate, and any loading that falls between the thresholds of 0.4 and 0.7 is suspicious and can be deleted or kept depending on the specific conditions of each study (Sarstedt et al., 2021). The primary questionnaire consists of 29 questions, and the findings indicate that two of those questions have a low loading of 0.708% or less. The remaining 27 items, in addition to the two items that were removed (AD7 and PU6), have sufficient outside loading in the variables with which they are connected.

Furthermore, Table 2 exhibits the Cronbach's alpha values used to verify and ensure the internal consistency of the research variables. As per the general guideline, any value above 0.7 is deemed acceptable (Joe F Hair, Page, & Brunsveld, 2019). The results for all five variables are shown in the table, with each variable scoring above 0.7. This suggests that the proposed variables in the model possess adequate levels of internal consistency. Consequently, the dataset is reliable, and further testing can proceed.

In addition, the findings of the convergent validity, which was measured by the value of the extracted average variance, are presented in Table 2. (AVE). The general rule of thumb said that any AVE result that is higher than 0.5 is acceptable (Joseph F Hair et al., 2021). The AVE values for each of the structures are summarized in the table; the values for each construct fall somewhere in the range of 0.627 to 0.742. Consequently, the dataset possesses a sufficient level of convergent validity.

The findings of the Variance inflation factor (VIF), which was used to examine whether or not there was a significant correlation between the latent variables and the dependent variables, are also shown in Table 2. According to the general rule of thumb, any value for the VIF that falls between the range of 0.2 to 5 is suitable (Wong, 2013). According to the findings, the lowest possible value for VIF is 1.044, while the highest possible value for VIF is 1.295. As a result, every one of the VIF values falls inside the range of permissible levels, and the multicollinearity hypothesis is supported.

Table 2: Indicator Outer Loading Assessment

Variable	Item	Outer Loading	Cronbach's Alpha	AVE	Multi-Collinearity
Advertising	AD1	0.920	0.917	0.709	1.295
	AD2	0.832			
	AD3	0.857			
	AD4	0.824			
	AD5	0.856			
	AD6	0.753			
Promotion	PR1	0.798	0.862	0.644	1.157
	PR2	0.751			
	PR3	0.856			
	PR4	0.811			
	PR5	0.792			
Publicity	PU1	0.897	0.913	0.742	1.202
	PU2	0.873			
	PU3	0.857			
	PU4	0.774			
	PU5	0.899			
Public Relation	PUR1	0.859	0.906	0.726	1.047
	PUR2	0.803			
	PUR3	0.880			
	PUR4	0.851			
	PUR5	0.865			
Customer Satisfaction	CLS1	0.799	0.880	0.627	-
	CLS2	0.804			
	CLS3	0.754			
	CLS4	0.773			
	CLS5	0.883			
	CLS6	0.730			

To demonstrate discriminate validity, one must demonstrate that the various variables are sufficiently separated from one another. This validity is evaluated using a variety of methodologies, one of which is the heterotrait-to-monotrait ratio (HTMT). The recommended value of HTMT ought to be lower than 0.9. (Joseph F Hair et al., 2021). Table 3 provided an illustration of the HTMT values in which the aforementioned rule of thumb was satisfied.

Table 3: Heterotrait-Monotrait Ratio (HTMT) Assessment

	AD	CLS	PR	PU
CLS	0.456			
PR	0.267	0.556		
PU	0.294	0.540	0.217	
PUR	0.038	0.218	0.206	0.060

Predictive Power and Relationships

The proportion of explained variance in the endogenous variable, also known as R square (R2), reflects the model's predictive ability. In contrast, predictive relevance, referred to as Q square (Q2), pertains to the endogenous variable's variance relevance. Hair (2019) suggests that as a rule of thumb, R2 is considered high if the value exceeds 0.75, moderate for values between 0.5 and 0.75, and satisfactory for values between 0.2 and 0.5. Moreover, Q2 is regarded as large if greater than 0.35, medium if between 0.15 and 0.25, and small if between 0.02 and 0.15.

The results for the primary dependent variable, customer satisfaction (CLS), indicate a moderate level of predictive power and a considerable level of predictive relevance. As displayed in Table 4, the corresponding R square value is 0.590, which equates to a 59.0% power, and the associated Q square value is 0.364, which translates to a 36.4% relevance. Based on the four independent variables, the prediction constructs linked to the variable can explain more than 59.0% of the variance in the customer satisfaction (CLS) score.

Table 4: Predictive Power and Predictive Relevance of Proposed Model

	Predictive Power		Predictive Relevance	
	R Square	Status	Q Square	Status
CLS	0.590	moderate	0.364	large

Testing the hypothesis of the research is important, and the only way to do so is to estimate the path coefficient values of the various relationships contained inside the model. P-values and T-statistics are two of the most frequent methods for determining whether or not a relation is significant; P-values are significant levels or probability estimate values, whilst T-statistics are used to determine whether or not a path coefficient is significant. In addition, the path coefficient is computed to provide insight into the nature of the relation's scope. According to the rule of thumb that was suggested by Joe F. Hair et al. (2019), in order to consider a significant two-tailed relationship in psychological investigations, the P-value (probability estimate value) has to be 0.05 (5%), or the T statistics needs to be above 1.96.

H1 stated that there is a relationship between advertising (AD) and customer satisfaction (CLS). According to the analysis in Table 5, the path coefficient is 0.092, T- statistics score is 2.406 (above 1.98), and the P-value is 0.017 (less than 0.05). The relationship is significant at level 5%, the increment of one unit of advertising (AD) can increase the variance of customer satisfaction (CLS) by 0.092 and H1 is significant and accepted.

H2 stated that there is a relationship between promotion (PR) and customer satisfaction (CLS). According to the analysis in Table 5, the path coefficient is 0.276, T- statistics score is 7.357 (above 1.98), and the P-value is 0.000 (less than 0.05). The relationship is significant at level 1%, the increment of one unit of promotion (PR) can increase the variance of customer satisfaction (CLS) by 0.276 and H2 is significant and accepted.

H3 stated that there is a relationship between publicity (PU) and customer satisfaction (CLS). According to the analysis in Table 5, the path coefficient is 0.241, T- statistics score is 7.049 (above 1.98), and the P-value is 0.000 (less than 0.05). The relationship is significant at level 1%, the increment of one unit of publicity (PU) can increase the variance of customer satisfaction (CLS) by 0.241 and H3 is significant and accepted.

H4 stated that there is a relationship between public relation (PUR) and customer satisfaction (CLS). According to the analysis in Table 5, the path coefficient is weak with value of 0.101, T- statistics score is 3.077 (above 1.98), and the P-value is 0.002 (less than 0.05). The relationship is significant at level 5%, the increment of one unit of public relation (PUR) will cause a significant impact of the variance of customer satisfaction (CLS) and H4 is significant and acceptable.

Table 5: Path Coefficient Assessment for the Relationships of Customer Satisfaction

	Path Coefficient	Standard Deviation	T Statistics	P Values
AD → CLS	0.092	0.038	2.406	0.017
PR → CLS	0.276	0.038	7.357	0.000
PU → CLS	0.241	0.034	7.049	0.000
PUR → CLS	0.101	0.033	3.077	0.002

CONCLUSION AND RECOMMENDATIONS

The study aims to examine the predictors of the customer satisfaction and the results show that four independent variables have significant influence because the P value is less than 0.05. For the impacted four variables, the precedence of the impact are promotion, publicity, public relation, and advertising, with path coefficient values of 0.276, 0.241, 0.101, and 0.092 respectively. The significance impact of advertising is compatible with the findings of many previous studies such as Hong et al. (2020) and Javed and Liu (2018). The significance impact of promotion is compatible with the findings of many previous studies such as Van Lierop and El-Geneidy (2016) and Williams (2019). The significance impact of publicity is compatible with the findings of many previous studies such as Park et al. (2019) and Thomas and Sreeraj (2019). The non-significance impact of public relation is contradicted with the findings of many previous studies such as Lee et al. (2017) and Nix and Wolfe (2017).

The Relationships from the four social media communication management on the customer satisfaction for a public service such as police service have never been examined and the

empirical examination of this relationships is theoretical contribution. The result of this study should further raise awareness among officers of police services in Dubai for the importance of the social media management and marketing strategies for the Dubai police services to improve the customers satisfaction.

One of the limitations is the restricted strategy of implementation, which restricts the generalization. Because of this, it is advised that the same evaluation be replicated in police agencies in other countries so that a greater knowledge and generalization may be obtained. In addition, future research may include the incorporation of additional variables, such as service quality acting as a moderator or awareness serving as a mediator.

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