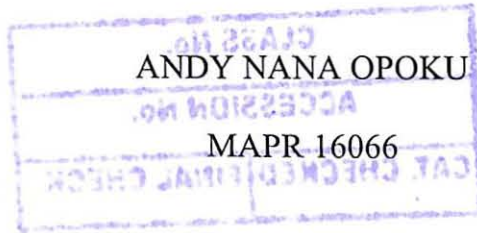


GHANA INSTITUTE OF JOURNALISM

THE ROLE OF EXTERNAL COMMUNICATION IN ENHANCING
CORPORATE IMAGE.

A CASE STUDY OF THE GHANA POLICE SERVICE.

BY



A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
AND RESEARCH (SoGSaR) GHANA INSTITUTE OF JOURNALISM, ACCRA,
IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
A MASTER OF ART DEGREE IN PUBLIC RELATIONS.

OCTOBER, 2017

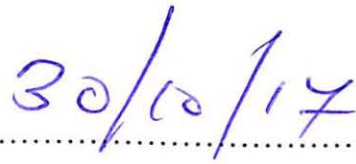
DECLARATION

I, Andy Nana Opoku, do hereby declare that, this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere. All references used in this work have been fully acknowledged.

I bear the responsibilities for any shortcomings.

A handwritten signature in blue ink, appearing to read 'Andy Nana Opoku', written over a horizontal dotted line.

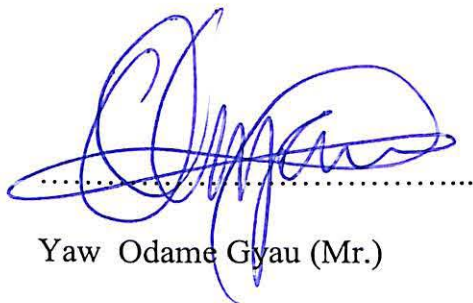
Andy Nana Opoku

A handwritten date '30/10/17' in blue ink, written over a horizontal dotted line.

Date

CERTIFICATION

I hereby certify that, this dissertation was supervised with the laid down procedures by Ghana Institute of Journalism.



.....

Yaw Odame Gyau (Mr.)



.....

Date

DEDICATION

I first and foremost dedicate this work to God Almighty for giving me Divine Grace, Wisdom, Favour and Intelligence and Strength to complete this project work successfully.

I dedicate this project work to my beloved wife Mrs. Offeibea Opoku for her immense support and contribution towards the successful completion of this project work. I also dedicate this work to my lovely children, Nkunim, Nhyira, Adom and Afriyie. God bless you all.

ACKNOWLEDGEMENTS

I wish to express my sincere thanks and appreciation to all who in diverse ways helped me and contributed to the successful completion of this project work.

To my love wife Mrs. Janet Offeibea Opoku, I say a big thank you for your support and encouragement in ensuring that I complete this project work. Am sincerely grateful.

I am sincerely grateful and indebted to my supervisor, Mr. Yaw Odame Gyau who patiently guided me, critically evaluated my work, made important corrections and offered useful suggestions that enabled me to complete this project work.

This project work would not have been completed without the cooperation and support of the Public Affairs Department of the Ghana Police Service. I greatly appreciate you and thank you for the immense support. I also acknowledge the immense support and cooperation of personnel of Ghana Police Service and colleague journalists who provided deeper insight into police communication. .

Finally, special thanks go to all who in diverse ways helped in making this project work a success.

Thank you.

ABSTRACT

The Ghana Police Service is an institution mandated by Ghana's 1992 constitution to maintain peace and security and to protect lives and property. However, actions and acts by some unscrupulous police officers put the image of the police service into disrepute. There was the need for proactive steps to reach out to members of the public through the use of external communication in a bid to protect and maintain the image of the police service. There was therefore the need to find out the extent to which external communications activities conducted by the Police Public Affairs Department have improved public knowledge on policing and impacted on the image of the police service.

The aim of the study was to determine the extent to which police external communications have impacted on the image of the police service. The study sought to: determine the extent to which external communications improve public knowledge and enhance corporate image; examine the link between responses and its impact on image of the police service; determine why external communication by the police attract audience.

The research established that, the Ghana Police Service external communications via specially created the anti-crime TV programme CrimeFighters TV has improved public knowledge on policing in the country and also enhanced corporate image of the service. It was also established that audio/visuals as well as content for the programme was good and appealing to audience. Responses on the programme were deemed genuine and resources persons were also found to be credible which gives credibility to the programme and the Ghana Police Service as a whole.

TABLE OF CONTENTS

DECLARATION-----	i
CERTIFICATION -----	ii
DEDICATION -----	iii
ACKNOWLEDGEMENTS-----	iv
ABSTRACT-----	v
TABLE OF CONTENTS-----	vi
LIST OF TABLES-----	ix
LIST OF APPENDIXES-----	x
CHAPTER ONE	
1.0 Background of the Study-----	1
1.1 Statement of the Problem-----	10
1.2 Purpose of the Study-----	11
1.3 Objectives of the Study-----	11
1.4 Research Questions-----	12
1.5 Method and Design -----	12
1.6 Limitation-----	13
1.7 Significant of Study -----	14
1.8 Scope of study -----	14
1.9 Organisation of Study -----	14

CHAPTER TWO LITERATURE REVIEW

2.0 Theoretical Literature----- 15

2.1 Corporate Communications----- 15

2.2 Internal and External Communications----- 17

2.3 Corporate Reputation----- 19

2.4 Communications Theories----- 22

2.5 Democratic Policing-- ----- 29

2.6 Empirical Literature----- 48

CHAPTER THREE METHODOLOGY

3.0 Research Design ----- 53

3.1 Population of Study ----- 53

3.2 Sample Size ----- 54

3.3 Sampling Procedure----- 54

3.4 Method of Data Collection ----- 55

3.5 Method of Data Analysis ----- 56

CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

4.0 Demographics of Respondents----- 58

4.1 Coding of Data and Analysis----- 60

**CHAPTER FIVE SUMMARY, CONCLUSION AND
RECOMMENDATIONS**

5.0	Summary of Actual Findings-----	84
5.1	Statement of the Problem -----	86
5.2	Summary of Objectives-----	86
5.3	Discussion of Findings-----	87
5.4	Implication of the Study -----	90
5.5	Recommendation -----	91
5.6	Conclusion-----	92

LIST OF TABLES

Table 4.0.1	Sex of Respondents -----	58
Table 4.0.2	Educational Qualification -----	59
Table 4.1.1	Extent to which police communication have improved public knowledge and enhanced corporate image-----	61
Table 4.2.1	Link between responses and impact on image of the police service---	70
Table 4.3.1	Why respondents watch Crimefighters TV programme-----	77

LIST OF APPENDICES

Appendix A ----- Questionnaire Guide

CHAPTER ONE

INTRODUCTION

This chapter of the study deals with the background to the study, the statement of the problem, objectives of the study and research questions, justification of study, scope of study as well as the organization of the study.

1.0 BACKGROUND

Policing in Ghana can be traced as far back as the traditional systems of criminal justice practiced by different groups who lived in the region that has formed modern-day Ghana. The traditional Akan system is one example. The Akan is an important linguistic group, which today includes the Fantis along the coast, the Ashantis in the forest region and the Guans on the plains of the Volta River. The Ga and Ewe speaking communities reside in the south and south east and the Moshi-Dagomba speaking tribes live in the northern and upper regions. In historic Akan communities, individuals, the extended family, groups of men and the community performed various police functions. Goals of this system included crime prevention and the apprehension and punishment of people who had committed an offence. The Akan people recognized two types of offences – public and private. Public offences were considered a crime against the community, while private offences were minor crimes (such as a misdemeanor or civil wrong). Policing activities dealt with public offences. Main policing tasks were performed by groups of men. Duties were similar to modern police tasks and included laying ambush to apprehend a thief who was on the run, using community intelligence to prevent a crime taking place, using an oral warrant issued

by the Chief to arrest suspects and conducting village patrols. The communities did not have a prison system – offenders were ostracized from the community (Commonwealth Human Rights Initiative, 2007).

Policing as is currently known to us, did not exist prior to the colonial period in most African societies. Highly developed and bureaucratized states such as the Ashanti Empire appear to have been an exception in establishing special units which could be deployed on urgent security assignments. Granted that the special units may have had the character of being ad-hoc and less sophisticated in organization, some of them were sufficiently well-organized and vested with authority to patrol and enforce bye-laws of the traditional polity. Some of these units were also ‘salaried’, but the evidence on the manner in which they were paid remains largely inconclusive.

‘Akwansrafo’ of the Ashanti state are another example. Akwansrafo were road wardens that patrolled trade routes and controlled the movement of travellers, and also acted as tax collectors. They were paid commissions from the taxes they collected, though they did not receive regular salaries (Wilks, 1966).

Central to pre-colonial penology were ancestral spirits and other divinities that were believed to exercise omniscient and omnipresent surveillance, rewarding conforming behaviour with good health and prosperity, and visiting punishments of various kinds on deviant behaviour. A defining feature of this penal system of thought was the collective punishment. It was not only the individual offender who necessarily suffered the negative consequences of deviance, but also the entire family, lineage and possibly the clan. Within

such a penal system, policing was a collective responsibility of all individuals, especially adults (Tankebe, 2008).

Colonial-style policing was introduced to the Gold Coast by Captain George MacLean around 1831 – he had been appointed Governor of the area in 1830. It was firmly aimed at ensuring trade security and protection of the colonizing forces – the initial officers were ex-militia that had been in the traders’ employ and were selected on the basis of their physical strength. Tasks included patrolling the trade routes that linked Ashanti and the coastal states and protecting the colonial merchants and officials around the Old Portuguese trading colony at Elmina Castle. It has also been suggested that the police were additionally charged with maintaining and enforcing the provisions of the agreement signed between the British and the Fante people (Commonwealth Human Rights Initiative, 2007).

By 1871, the force was made up of 90 members. The process of formalizing the police began in 1873. This was a period of British aggression against the Ashanti communities, and the Governor sought assistance from the British military stationed in Nigeria. Seven hundred men were brought in from the Hausa people in northern Nigeria to assist with establishing and maintaining control, and after the end of the conflict, the men stayed on to complete civilian policing duties. An ordinance was passed that “sought to provide for better regulation and discipline of the Armed Gold Coast Police.” The Hausa police – as they became known – were synonymous with heavy handed, brutal policing, particularly when putting down civil disorder against the colonial regime. They were also known as “buga-buga”, literally “beat-beat” in Hausa. The police organisation continued to develop

during this period, but never moved away from its role as a protector of colonial trade and promoter of colonial governance. In 1876, the Gold Coast Police Force was renamed the Gold Coast Constabulary. Internal specializations developed and divisions were created, including Railways and Mines Detachments and Escort Police, Marine Police and a Criminal Investigations Department. These specializations mark the policing priorities; the Escort Police were given guard and escort duties in the important (for British trading interests) mining areas; the Marine Police particularly focused on smuggling and looting and the Criminal Investigations Department (and later a Special Branch) was used to gather intelligence (Commonwealth Human Rights Initiative, 2007).

In 1894, another Ordinance was passed, giving the authority to form a civil police in the Gold Coast. Some four hundred members of the previous constabulary were recruited to form the basis of the new Gold Coast Police Force. This led to the establishment of police stations and the standardization of policing in the British controlled areas of the Gold Coast. The majority of recruits were illiterate; strength and brawn counted far more than education or skills. Training was extremely heavily focused on military aspects of policing. The police officers produced had “attitudes that generated intimidation and bullying with an almost robotic obedience to repressive colonial laws that were regime-centred” (Commonwealth Human Rights Initiative, 2007).

Inception of British colonial domination usurped the authority of these traditional socio-political systems. The new colonial state legislated into existence what it thought constituted order. The strangers of the colonial establishment were those whose actions

during this period, but never moved away from its role as a protector of colonial trade and promoter of colonial governance. In 1876, the Gold Coast Police Force was renamed the Gold Coast Constabulary. Internal specializations developed and divisions were created, including Railways and Mines Detachments and Escort Police, Marine Police and a Criminal Investigations Department. These specializations mark the policing priorities; the Escort Police were given guard and escort duties in the important (for British trading interests) mining areas; the Marine Police particularly focused on smuggling and looting and the Criminal Investigations Department (and later a Special Branch) was used to gather intelligence (Commonwealth Human Rights Initiative, 2007).

In 1894, another Ordinance was passed, giving the authority to form a civil police in the Gold Coast. Some four hundred members of the previous constabulary were recruited to form the basis of the new Gold Coast Police Force. This led to the establishment of police stations and the standardization of policing in the British controlled areas of the Gold Coast. The majority of recruits were illiterate; strength and brawn counted far more than education or skills. Training was extremely heavily focused on military aspects of policing. The police officers produced had “attitudes that generated intimidation and bullying with an almost robotic obedience to repressive colonial laws that were regime-centred” (Commonwealth Human Rights Initiative, 2007).

Inception of British colonial domination usurped the authority of these traditional socio-political systems. The new colonial state legislated into existence what it thought constituted order. The strangers of the colonial establishment were those whose actions

were considered to threaten the delivery of the imperialist agenda—from newly defined petty thieves to political agitators. The colonial state sought to achieve this by unleashing uniformed men to enforce its conception of order through the apprehension and prosecution of such individuals or groups. In its origins, the colonial police were meant to secure a specific kind of order. An order which guaranteed and facilitated the untrammelled expansion and exploitation of the agricultural and mineral resources of the Gold Coast (Bauman, 1997).

Community Policing

The growing trend within communities to participate in the fight against crime and disorder has paralleled a growing recognition by police that traditional crime-fighting tactics alone have a limited impact on controlling crime. Community policing is the synthesis of these two movements. The foundations of a successful community policing strategy are the close, mutually beneficial ties between police and community members. Community policing consists of two complementary core components, community partnership and problem solving.

To develop community partnership, police must develop positive relationships with the community, must involve the community in the quest for better crime control and prevention, and must pool their resources with those of the community to address the most urgent concerns of community members. Problem solving is the process through which the specific concerns of communities are identified and through which the most appropriate remedies to abate these problems are found. Tapping into the expertise and resources that

exist within communities will relieve police of some of their burdens. All those who work and live in the community and have a stake in its development and will share responsibility for finding workable solutions to problems that detract from the safety and security of the community (Community Policing Consortium, 1994).

The Concept of Community Policing

The goal of community policing is to reduce crime and disorder by carefully examining the characteristics of problems in neighborhoods and then applying appropriate problem-solving remedies. The “community” for which a patrol officer is given responsibility should be a small, well-defined geographical area. Beats should be configured in a manner that preserves, as much as possible, the unique geographical and social characteristics of neighborhoods while still allowing efficient service (Community Policing Consortium, 1994).

Effective community policing depends on optimizing positive contact between patrol officers and community members. Patrol cars are only one method of conveying police services. Police departments may supplement automobile patrols with foot, bicycle, scooter, and horseback patrols, as well as adding “mini-stations” to bring police closer to the community. Regular community meetings and forums will afford police and community members an opportunity to air concerns and find ways to address them.

Officers working long-term assignments on the same shift and beat will become familiar figures to community members and will become aware of the day-to-day workings of the

community. Increased police presence is an initial move in establishing trust and serves to reduce fear of crime among community members, which, in turn, helps create neighborhood security. Fear must be reduced if community members are to participate actively in policing. People will not act if they feel that their actions will jeopardize their safety (Community Policing Consortium, 1994).

Community Partnership: Core Component One

Establishing and maintaining mutual trust is the central goal of the first core component of community policing -community partnership. Police recognize the need for cooperation with the community. In the fight against serious crime, police have encouraged community members to come forth with relevant information that could help in the apprehension and prosecution of criminals. The police engage with neighbourhood groups, participated in business and civic events, worked with social agencies, and taken part in educational and recreational programs for school children. In community policing, the police become an integral part of the community culture, and the community assists in defining future priorities and in allocating resources. The difference is substantial and encompasses basic goals and commitments.

Community partnership means adopting a policing perspective that exceeds the standard law enforcement emphasis. This partnership recognizes the value of activities that contribute to the well-being of a neighborhood. These activities could include: helping accident or crime victims, providing emergency medical services, helping resolve domestic

and neighborhood conflicts (e.g., family violence, landlord-tenant disputes, or harassment), working with residents and local businesses to improve neighborhood conditions, controlling automobile and pedestrian traffic, providing emergency social services and referrals to those at risk (e.g., adolescent runaways, the homeless, the intoxicated, and the mentally ill), protecting the exercise of constitutional rights (e.g., guaranteeing a person's right to speak, protecting lawful assemblies from disruption), and providing a model of citizenship (helpfulness, respect for others, honesty, and fairness) (Community Policing Consortium, 1994).

These services could help develop trust between the police and the community and will enable the police to gain greater access to valuable information from the community that could lead to the solution and prevention of crimes, will engender support for needed crime-control measures, and will provide an opportunity for officers to establish a working relationship with the community.

The code of conduct for personnel of the Ghana Police Service prescribes that: Police officers shall at all times act impartially and in accordance with existing laws, which must be enforced on all persons without discrimination; Police officers shall respect and protect human dignity, maintain and uphold rights of all persons; Police officers shall perform their duties without partiality and discrimination to all persons; Police officers shall treat all suspects as innocent persons, politely, respectfully and professionally; Police officers shall respect and uphold the rule of law; Police officers shall ensure that they treat all persons in

a courteous manner and that their conduct is exemplary and consistent with the demands of the profession and the public they serve (Inspector-General of Police, 2010).

There is a growing awareness that community involvement is essential for success of the police. Determining the underlying causes of crime depends, to a great extent, on an in-depth knowledge of community. Therefore, community participation in identifying and setting priorities will contribute to effective problem-solving efforts. (Community Policing Consortium, 1994).

A study on Internal Communication in Organizations and Employee Engagement by Lynn K.T. Hayase (May 2009), University of Nevada, Las Vegas. The study sought to find whether there is a relationship between internal communication and employee engagement. Results indicated that there is a positive relationship between factors of internal communication and factors of employee engagement. The research found that internal communication is linked to commitment, discretionary effort, and meaningful work; all factors of engagement.

An exploratory study on policing and citizen's rights by Andy Opoku (2012), sought to establish why police personnel use excessive force in the performance of duty and also determine whether personnel are given adequate training on citizen's rights. The research established that, lack of monitoring and supervision, lack of training of personnel in human rights, failure to publish names of defaulting police officers as well as not naming and shaming officers contribute to the continuous violation of citizen's rights by police officers.

Another study conducted by Anna Holm in (2012) on the role of internal and external communication, a case of the Bank Citadele, touched on the building strong relationship with the customers. It focused on the banks effort to create positive relationship with customers.

Research works outlined do not address the role of public relations have played in enhancing corporate image of the Ghana Police Service. The current study, seek to explore the role of public relations in enhancing corporate image of the Ghana Police Service.

1.1 STATEMENT OF THE PROBLEM

The Ghana Police Service is an institution mandated by Ghana's 1992 constitution to maintain peace and security and protect lives and property. Recently media reportage in both print and electronic media show-cased police use of excessive force, arbitrary arrests and detentions, on members of society.

A most recent example of police brutality, arbitrary arrest and abuse of power published in *The Ghanaian Times* of June, 24, 2011, alleged that, some police personnel stationed at Hohoe brutally assaulted and detained some residents of Gbi Atabu in the Hohoe municipality which resulted in the death of one of the victims, Madam Phillipi Afi Adzaklo. The police are alleged to have refused bail to the victim and denied her medical care even though she complained of ill health (Gati, 2011).

Another report by the *Daily Guide Newspaper* alleged that, the Agbogbloshie Police beat up a man to death while he was in their custody. The deceased a 46-year-old man Augustine Owusu, a cashier of Fio Enterprise, located at Agbogbloshie, was allegedly picked up at dawn from his home by the Agbogbloshie police around 4:30am on Thursday, January 5, 2012, but was later found lying dead on the floor of the police cell with blood oozing out of his nostrils (Anane, 2012).

To protect and maintain the image of the police service, the Police Administration working through the Public Affairs Directorate established several public relations activities and external communications programmes to inform, persuade and enhance the image of the police service.

The central question of this research is: To what extent have external communications activities conducted by the Police Public Affairs Department impacted on the image of the police service.

1.2 PURPOSE OF THE STUDY

The purpose of the study is to establish whether external communications activities conducted by the Public Affairs Department (PAD) have impacted positively on the image of the Ghana Police Service.

1.3 OBJECTIVE OF THE STUDY

The aim of the study is to determine the role of external communication in the enhancement of corporate image of the Ghana Police Service.

Specifically, this study sought to:

- Determine the extent to which external communication improve public knowledge and enhance corporate image.
- Examine the link between responses and its impact on image of the police service.
- Determine why external communications by the police attract audience.

1.4 RESEARCH QUESTIONS

The study therefore seeks to find out answers to the following questions:

- (a) What is the effect of external communications in the improvement of public knowledge?
- (b) What is the impact of external communications in the enhancement of corporate image of the police service?
- (c) What is the relationship between responses by resource persons and corporate image?
- (d) Why does external communications attract audience?

1.5 METHOD AND DESIGN

This research is based on qualitative research approach. Qualitative research has its roots in social science and is more concerned with understanding why people behave as they do, their knowledge, attitudes, beliefs, fears, etc. Qualitative research method would be used in this research study in order to achieve the objectives of the study. More specifically, the interview method would be used for this study. Interviews in qualitative research are usually wide ranging, probing issues in detail. Interviewing is a commonly used method of

data collection from people. Interviews are classified according to the degree of flexibility: Structured, Semi-structured and Unstructured interviews.

Purposive sampling method would be used to select the respondents for this study. Members of the public who have followed keenly police activities and some select police officers Director/Deputy Public Affairs (PAD), Director General Operations, Director General Services, Head of Operations- Accra Region, Head of Training and Research- Motor Traffic and Transport Department (MTTD). Also, Public Relations Officer from the Tema- Region will be interviewed.

A case study methodology would be used in this study. It involved strategies such as interviewing respondents both from the Ghana Police Service and members of the public. According to Yin (2003:13), a case study is an empirical inquiry that investigates a contemporary phenomenon within its real life context especially when the boundaries between phenomenon and concept are not clearly evident.

1.6 LIMITATIONS

Not many research had been conducted in the field of policing in the country due to the closed nature of the organization. The challenge was getting access to information locally and full corporation of personnel of the Police Service.

1.7 SIGNIFICANCE OF STUDY

It is expected that the result of this study can:

- Provide valuable information to the Ghana Police Service to further improve on corporate image by way of effective internal and external communications.
- Serve as a source of evaluation material for further research studies into police issues.
- Stimulate other researches in the chosen field and add to the existing body of knowledge.

1.8 SCOPE OF STUDY

The researcher in this study would look at members of the public who have followed activities of the police and some police officers (senior and junior).

1.9 ORGANIZATION OF STUDY

This work would contain five chapters.

Chapter one would deal with introduction and focus on the background of the study, the problem of the study, research objectives, the purpose of the study, statement of the problem, research questions, significance of the study and ends with the organization of the study.

Chapter two would consist of literature review. It would consider existing literature and evaluates and analyzes research conducted in the past. Chapter three of the study deals with the methodology. The fourth chapter would present findings whiles Chapter five would consist of summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

The literature review section is in two parts, the Theoretical Literature and Empirical Literature. The literature review cited similar areas of study or studies that led to the current research. This is important because it shows what is already known in terms of theory about the subject and what previous researchers have observed empirically.

2.0 THEORETICAL LITERATURE

Theoretical literature attempts to explain theories that relate to the research question or subject matter in general. The section therefore deals with the Public Relations (PR) and communication, corporate communications, internal communication, external communications and its importance, theories of communication and relationship between corporate communication and corporate image.

2.1 CORPORATE COMMUNICATIONS

Corporate communication is an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so to create a favourable basis for relationship with groups upon which the company is dependent. (van Riel, 1995)

Corporate communication is the term used to describe a variety of strategic management functions. Depending on the organization, corporate communication includes: public relations; crisis and emergency communication; corporate citizenship; reputation

management; community relations; media relations; investor relations; employee relations; government relations; marketing communication; management communication; corporate branding and image building; advertising. (Goodman and Hirsch, 2010: Goodman, 2006)

Corporate communication is a management function that offers a framework for coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputation with stakeholder groups upon which the organization is dependent.

(Cornelisen, 2011)

Corporate communication is a strategic management function, that is, a function that not only take a strategic approach to communication as such, but which also ties the overall strategy of the company (mission, vision, corporate strategy);

Corporate communication integrates internal and external communication activities with each other based on the idea that this will lead to the most effective and efficient form of communication. These communication activities are distributed among a series disciplines, which are selected and combined from company to company (cf. Shelby's, 1993).

The purpose of integrating internal and external communication activities is build, maintain, change or repair one more positive images and/or reputations. However, corporate communication also includes other types of communication disciplines and cannot be reduced to branding;

The building, maintenance, change and /or repair of positive images and/ or reputations takes place inside relationships with external and internal stakeholders of the company

(clients, investors, competitors, suppliers, media, local community, employees etc.) (Bathia & Bremna, 2014)

2.2 INTERNAL AND EXTERNAL COMMUNICATIONS

Internal Communications

Internal communication is information exchange within the organization. Messages can be exchanged via personal contact, telephone, e-mail, intranet (the website accessible only by employees) etc. Internal communication strikes a balance between extremes. Communicating too little creates a vacuum that causes distrust and speculation. However, too much information can result in information overload or the paradox of plenty in which an overabundance of information is ignored. Bartoo and Sias (2004) noted that receiving a large amount of information is not necessarily the same as getting the right amount of information. Effective internal communication strives for “information adequacy,” which is a measure of the relationship between information needed and information received (Rosenfeld, Richman & May, 2004).

External Communications

A company’s corporate communications function is responsible for communicating information about the company to both external and internal audiences.

This may cover the execution of a corporate strategy, but also oversees a wide range of other functions such as media relations, crisis communications, internal communications, reputation management, corporate social responsibility, investor relations and government affairs.

One of these functions includes external communication, which focuses on spreading news and information about your business, product and/or service to the public, customers and other business stakeholders. This underpins how you are viewed by those outside of the business – your corporate reputation. In developing your corporate reputation, you are also developing trust in your business.

While traditional print methods of communications are still common, modern technology has changed the face of external communications, as the internet and social media have become a valued resource in reaching new customers. This comes with its own set of challenges, as it can leave business more open to negative backlash, but needless to the say, the opportunity modern technology offers far outweighs the risks.

However, your external communication becomes more pertinent during a crisis scenario. An issue with one of your products could seriously interrupt the business, significantly damage your reputation, and / or negatively impact your bottom line. It takes 20 years to build a reputation, but only five minutes to ruin it, as the saying goes. Long gone are the days when only the print media could ruin your reputation, the use of social media and even simple e-mails means negative news spreads very quickly. Transparent and honest communication can help you deal effectively with those unexpected disasters. Therefore, those in charge of external communications for the business need to be aware of their audience and the image they wish to convey. (Gandhi, 2016)

2.3 CORPORATE REPUTATION

Corporate Reputation Corporate reputation is central to the main agenda of the organization managed through a series of programs of corporate communication. In the context of applied corporate reputation, Riel and Fombrun (2007) identified reputation attributes based on their proprietary measurement system that is RepTrak. Drawing from the extensive data collected, it is found that there are six key themes of corporate reputation which were categorised on the basis of the Riel and Fombrun's RepTrak model:

- Price' of reputation
- Improved profitability,
- Sustained business strategy
- Unique identity & distinctive organizational capability,
- Powerful and dominant player, and
- Reputation risk management

(Abdullah, Z, and AbdulAziz, Y., (2011)).

Corporate reputation can be defined as “a collective assessment of a company's attractiveness to a specific group of stakeholders relative to a reference group of companies with which the company competes for resources”.

Reputation can be assessed in terms of its:

- 1) asset specificity based on the signaling value of a firm's reputation with regard to its strategic character;
- 2) asset accumulation based on the firm's level of visibility or prominence;
- 3) breadth of appeal reflected in how favorably it is assessed by a broad set of stakeholders; and

4) asset codification based on the relative position assigned to the firm in various reputational rankings.

Importance of reputation to firms

Corporate reputation is priceless. It takes a lot of efforts which include creating awareness and good reputation as well as maintaining and tracking it. Reputation is very important as it represents a company's brand and perceptions of consumers on the organisation. It can improve profitability and sustain business strategy through a brand health tracking (system). We can track the consumers perception on us and the brand disposition; breakdown from mother brand, to product brands, services and many more. (Abdullah, Z, and AbdulAziz, Y., (2011)).

Reputation is important to firms because it can provide a variety of benefits, including reduced financing, advertising and supplier costs; increased access to new strategic opportunities and partnerships; greater ease in recruiting talented employees; and greater good will with stakeholders when something goes wrong. Reputation is important to the economy and society because it facilitates economic transactions where markets might otherwise fail, by providing incentives for firms to behave in certain, predictable ways. As such, it functions as a form of nongovernmental regulation. Firms regulate their behaviors because they recognize that there are financial, social, and even psychological penalties that accrue to the executives, firm and/or industry that exceed any potential economic benefit from

behaving in unconstrained ways. Corporate reputation may influence greater profitability and sustain great business strategy over time. (Abdullah, Z, and AbdulAziz, Y., (2011)).

Stakeholder Relations

Stakeholder relations is a popular buzzword among senior managers in any corporation in emerging and developed markets. Based on a socio-economic theory, Cornelissen (2008) analysing the importance of stakeholder management by emphasizing on 'corporate citizenship'. Cornelissen (2008) initiated the stakeholder model of strategic management to harmonise the relationship between the organization and its stakeholder constituents.

Four key themes pertaining to stakeholder relations as follows:

- Stakeholder engagement,
- Maximizing stakeholder values,
- Coherent system or policy on stakeholder relations, and
- Fair and equitable treatment of employees

Engaging with a specific stakeholder such as media requires a brilliant approach to treating them very well and showing them the real value of organisational capability.

Keeping stakeholder engagement in mind, maximizing stakeholder values is vital for today's corporations which attracts real benefits and rewards to improve its performance and reputation as emphasised by the manager of leading property corporations: We maximize our stakeholder values by giving them good return in investment for shareholders, good working environment and benefits for employees, fair deal for suppliers and timely delivery of quality products to customers. (Abdullah, Z, and AbdulAziz, Y., (2011)).

2.4 COMMUNICATION THEORIES

For the purpose of this research study, attention is focused on three key communications theories including Systems Theory, Stakeholder Theory and the Excellence Theory.

Systems Theory

A system is an integrated set of interacting variables that together create a larger pattern or whole. A family is a good example. Families are only possible by virtue of interactions among members, which results in the family having its own unique character. System theory is a broad approach that applies this idea to any number of natural, social, and personal phenomena, including cognition, interpersonal relationships, social groups, organizations and institutions, biological organisms, and the natural environment. Providing a common way of thinking about complex phenomena, system theory has had a major impact on many fields, including communication. Robert Craig has identified system thinking as one of seven major traditions of communication theory.

System theory has its origins in 19th-century European thought dealing with process, change, and evolution, particularly the work of Georg Hegel, Charles Darwin, and Karl Marx. Although Western versions of system theory can be traced to these roots, Eastern thought has long espoused the interconnectedness of all things and in itself is consistent with much system thinking. Later, in the 20th-century, system theory began to gel formally with the advent of cybernetics and information theory in the 1940s.

All systems have four aspects—objects, attributes, internal relationships, and an environment. The objects are the parts or elements of a system. The attributes are the characteristics of these objects as well as those of the system as a whole. Internal relationships consist of patterns of interaction among the objects, and the environment is the system of influences that act on or impact the system in some way. A family, for example, consists of individuals (objects) with various levels of knowledge, personalities, experience, and often shared DNA (attributes) who communicate with one another in patterned ways (internal relationships). In addition, the family exists within the larger environment of society. Systems can be distinguished by three qualities—wholeness and interdependence, hierarchy, and self-regulation and control. (Bertalanffy, 1968).

Systems theory is based on a generic concept that has been applied to organizational communication, public relations processes, and corporate issues management and campaigns. Applied to corporate campaigns, the premise of systems theory is simply that no corporation or part of the corporation exists or functions by itself. The corporation is a complex system of connected, interdependent internal parts connected to a broader external suprasystem that encompasses not only other similar units but also interdependent organizations that influence and are influenced by the original corporation. Whether internal or external, these interdependent units are potential stakeholders that have the ability to affect the corporation in a positive or negative way. Thus the systems environment is broader than one corporation and has the potential to create a turbulent setting where the corporation attempts to survive and prosper. Turbulence can result from

social, political, or economic change. Change in the external environment generally requires change in the internal environment that can distract the corporation from its mission. Therefore, consistent with systems theory, the organization will strive for a level of what is called homeostasis, or balance, in order to regain stability or a non disruptive state. Relevant management personnel should continually practice environmental scanning, monitoring the environment in order to avoid surprises. System theory has been fruitfully applied to several aspects of the communication field, and many communication theories reflect the tenets of system theory. Three levels of system theory illustrate such applications. (Bertalanffy, 1975).

Stakeholder Theory

Stakeholder theory has its roots in business and organization studies and is an umbrella term describing attempts to identify, explain, and prescribe an organization's relationship and responsibility to other actors. In the conventional model of the corporation, managers are seen as primarily beholden to the interests of their stockholders, or those with an economic share in the corporation. Stakeholder theories depart from the conventional, primarily profit-oriented business approach by adopting a broader conception of who should be seen as having a legitimate stake in an organization's functioning. In contrast to stockholders, which refers only to those with a financial interest in an organization, the term stakeholders can include any human or nonhuman actor who influences and is influenced by an organization. The stakeholder perspective has developed in response to growing concerns about the social and environmental impacts of corporations. (Phillips, 2003).

Identifying and Prioritizing Stakeholders

One of the most controversial issues related to stakeholder theory includes stakeholder identification, or defining who counts as a legitimate stakeholder (including who is able to make that determination). Although definitions vary across academic disciplines and particular contexts, stakeholders can range from individuals, such as an employee, to groups, such as customers or community members. Stakeholders can also include systems, such as a public health system, or nonhuman agents and systems, such as a regional watershed or forest. (Phillips, 2003).

A second and related controversy relates to stakeholder salience. How do organizations and policy makers, among others, prioritize the needs of multiple and diverse stakeholders, many of whom have conflicting interests and desires? Scholars and practitioners have presented a number of different methodologies used to identify and prioritize stakeholders. Some of these serve instrumental purposes for the organization and its managers. For example, Ronald Mitchell, Bradley Agle, and Donna Wood proposed that stakeholders should be identified according to (a) their power to influence the organization, (b) the legitimacy of their claim on the organization, and (c) the urgency of their claim. Other methods of stakeholder analysis are used in institutional and policy-reform processes and privilege the perspective of community stakeholders rather than managers or the corporation. For example, a nonprofit organization may draw upon stakeholder analysis to determine how the activities of a particular industry or a change in a particular economic policy may impact local community members. (Phillips, 2003).

Stakeholder Theory and Communication Theory

In general, communication scholars draw upon stakeholder theory to understand how organizations communicate with and are held accountable to their multiple stakeholders. Stakeholder theory takes different forms across areas of communication theory. For example, within organizational communication, stakeholder theory appears in studies of corporate scandal and in debates over the ethical and social responsibilities of organizations. Crises communication theorists draw upon stakeholder theory to provide practical recommendations for pre-and post crises communication. Stakeholder theory and analysis also inform the work of environmental, health, and development communication scholars. Across each of these areas, communication scholars draw upon a range of critical, ethnographic, and archival methods to study the processes of communication, dialogue, and exchange between organizations and their stakeholders. (Phillips, 2003).

Excellence Theory of Communication

The excellence theory is a general theory of public relations that resulted from a 15-year study of best practices in communication management funded by the International Association of Business Communicators (IABC) Research Foundation.

The theory was tested through survey research of heads of public relations, CEOs, and employees in 327 organizations (corporations, nonprofit organizations, government agencies, and associations) in the United States, Canada, and the United Kingdom (Survey; Interview). As a result of the research three books were published (J. E. Grunig 1992; Dozier et al. 1995; L. A. Grunig et al. 2002).

The excellence theory first explained the value of public relations to organizations and society based on the social responsibility of managerial decisions and the quality of relationships with stakeholder publics. For an organization to be effective, according to the theory, it must behave in ways that solve the problems and satisfy the goals of stakeholders as well as of management (Stakeholder Theory).

When stakeholders are not satisfied, they will either pressure the organization to change or oppose it in ways that add cost and risk to organizational policies and decisions.

For organizations' to behave in socially acceptable ways, organizations must scan their environment to identify publics who are affected by potential organizational decisions or who want organizations to make decisions to solve problems that are important to them.

Organizations must communicate symmetrically with publics (taking the interests of both the organization and publics into account) to cultivate high-quality, long-term relationships with them.

The excellence theory derived principles of how the function should be organized to maximize the value of public relations as a result of excellence study.

- First, involvement in strategic management was the critical characteristic of excellent public relations.
- Second, public relations loses its unique role in strategic management if it is sublimated to marketing or other management functions.

- Third, the excellence study showed that a symmetrical system of internal communication increased employees' satisfaction with their jobs and with the organization.
- Forth, the excellence study examined the effect of the growing number of women in public relations and evidence that women had difficulty entering managerial roles. (Grunig et al. 2002)

The Excellence Theory's general theory proposed that the value of communication can be determined at four levels as follows

Programme level – effective organisations must empower public relations as a critical management function.

Functional level – Public relations should be an integrated communication function and separate from other management functions including marketing.

Organisation level – effective organisations should base internal and external communication and relationship building on a two-way symmetrical model.

Societal level – Organisations must recognise their impact on other organisations and publics. They cannot be effective unless they are socially responsible.

(Grunig et al. 2002)

2.5 DEMOCRATIC POLICING

The mission of the police in democracy is to protect people and property; to prevent, detect, and investigate crime; to maintain public order; and to support democratic political life. Democratic police undertake these tasks without fear or favor, but uphold the rule of law and perform their duties with the consent and support of the public and the institutions of democratic government. Democratic policing creates a “double demand” on police by “requiring that police adhere to high standards of conduct while also providing high standards of service.” Democratic policing can be central to the success of broader development approaches aimed at promoting democratic governance, rule of law, and human rights. The role of the police in protecting citizens and property is also critical for promoting a positive enabling environment for economic growth, including commercial activity, investment, and trade (Neild, 2007).

Basic Precepts of Democratic Policing

Democratic police uphold the law; they are accountable to democratic oversight institutions and to the communities they serve; they are transparent in their activities; they are representative of the community they serve; they give highest operational priority to protecting the safety and rights of individuals and to protecting human rights; they treat their personnel decently, and seek to build professional skills and conditions of service that support efficient and respectful service delivery to the public (Neild, 2007).

Key Principles of Democratic Policing

I. Objectives of Democratic Policing

The police are the most visible manifestation of government authority. Their main duties are to: maintain public tranquility, law and order; protect and respect the individual's fundamental rights and freedoms; prevent and combat crime; and to provide assistance and services to the public.

Police officers will enhance the legitimacy of the State if they demonstrate in their daily work that they are: responsive to public needs and expectations; and use the authority of the State in the people's interest.

II. Upholding the Rule of Law

While pursuing these objectives, the police must: operate in accordance with the domestic law and the international law enforcement standards accepted by the Organization for Security and Co-operation in Europe participating States; and demonstrate commitment to the rule of law in practice.

Legislation and written policies governing the police should be: clear, precise, and also accessible to the public.

III. Police Ethics and Human Rights

In order to live up to the public's trust, the police must adhere to a code of professional conduct and demonstrate: Professionalism and integrity. This code should reflect the highest ethical values, expressed in prohibitions and imperatives of police work.

The police have particular powers to temporarily deprive people of their freedom; Limit the full enjoyment of their rights and in extreme circumstances, to use even lethal force.

Police officers must therefore perform their duties in accordance with universally agreed standards of human rights and civil and political rights. Protection and preservation of life must be their highest priority.

Police Ethics

In order to live up to the public's trust, the police must demonstrate professionalism and integrity by adhering to a code of professional conduct. In view of limited resources and the need to set priorities for action, police must use discretion when enforcing the law. Police discretion, however, "is only permissible and desirable when it is fairly in the interest of justice", and when it conforms to guidelines and the code of professional conduct. This code should reflect the highest ethical values expressed in prohibitions and imperatives of police work. The police must demonstrate a high degree of integrity in their performance, be willing to resist temptations to abuse police powers, and adhere to these values. The police must execute their duties in a skilful, honest, impartial and efficient manner. Police officers should take proper care and maintain equipment. They should also spend financial resources efficiently. Police officers should abstain from any activity outside the police which is likely to interfere with the impartial performance of their police duties or which may give rise to the impression amongst the public that this might be the case (Organization for Security and Co-operation in Europe, 2008).

Human Rights

The police have particular powers (including the authorization to potentially use force) to temporarily deprive people of their freedom, to limit the full enjoyment of their rights (for

example, to stop, question, detain and arrest, seize property, take fingerprints and photographs and conduct intimate body searches) and, under extreme circumstances, to use even lethal force. Furthermore, the police have, in many instances, the discretion to decide whether and how to use these powers. They must, however, always adhere to upholding the rule of law, in accordance with the best international standards and the procedural rules and policies laid down in the applicable national and local laws.

In the performance of their duty, law enforcement officials must respect and protect human dignity and maintain and uphold basic human rights as well as civil and political rights. There are many international treaties and declarations, which confer rights and freedoms on individuals. Perhaps the most famous one is the Universal Declaration of Human Rights of 1948, which was adopted just after the end of the Second World War.

Human rights are derived from the inherent dignity and worth of the human person and they are universal, inalienable and equal. This means that they are inherent in every human being; they cannot be taken away from or surrendered by any person, and everyone has human rights in the same measure – regardless of race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status (Organization for Security and Co-operation in Europe, 2008).

Application of General Human Rights Principles

International human rights law is binding on all States and their agents, including law enforcement officials Human Rights is a legitimate subject for international law and

international scrutiny Law enforcement officials are obliged to know, and to apply, international standards for human rights (United Nations, 2004).

Human Rights Practice

- Adopt a comprehensive human rights policy for your organization
- Incorporate human rights standards into standing orders for the police
- Provide human rights training to all police, at recruitment and periodically
- Cooperate with national and international human rights organizations (United Nations, 2004).

Ethical and Legal Conduct – Human Rights Standards

Human rights derive from the inherent dignity of the human person. Law enforcement officials shall at all times:

- Respect and obey the law.
- Fulfill the duty imposed on them by law, by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility required by their profession.
- Not commit any act of corruption. They shall rigorously oppose and combat all such acts.
- Respect and protect human dignity and maintain and uphold the human rights of all persons.
- Report violations of those laws, codes and sets of principles which protect and promote human rights. All police action shall respect the principles of legality,

necessity, non-discrimination, proportionality and humanity (United Nations, 2004).

Policing in Democracies - Human Rights Standards

The police shall provide for the protection of public safety and the rights of all persons.

The police shall be an independent organ of the Executive and shall be subject to the direction of the courts and bound by their orders. Every law enforcement agency shall be representative of and responsive and accountable to the community as a whole. All police officials are part of, and have a duty to serve, the community. Members of the police shall exercise their functions, powers and duties as impartial servants of the general public and the Government of the day.

No member of the police may participate directly in political activities. No member of the police may be ordered or forced to exercise his or her functions or powers or deploy police resources to promote or undermine any political party or interest group, or any member of such a party or group (United Nations, 2004).

Discrimination Issues

In accordance with the democratic principle of equality before the law, the police are obliged to protect all citizens equally without discrimination and without distinction as to sex, race, colour, language, religion, opinion, social, national or ethnic origin, property, birth or other status.

According to international human rights standards, States are obliged to provide for “the right to security of persons and protection by the State against violence or bodily harm,

whether inflicted by government officials or by any individual group or institution”. Moreover, vulnerable groups or persons should enjoy particular protection.

Guaranteeing the equal protection of all before the law also prohibits the police from discriminating against any person on the basis of race, gender, religion, language, colour, political opinion, national origin, property, birth or other status.

“Discriminatory policing has the effect of criminalizing entire communities and denying them justice.” In this context, special attention must be paid to the practice of ethnic profiling. Profiling, in itself, can be a useful tool to assist law enforcement officers in carrying out their duties. Biased profiling (i.e. selecting individuals solely based on a common trait of a group), however, must be avoided. For instance, “being a member of a specific (ethnic) group who are stereotypically assumed to be more likely to be involved in crime cannot be used as grounds for suspicion”.

Inappropriately high levels of law enforcement in minority communities, taking the form, for example, of disproportionate numbers of patrols among, or menacing behaviour towards specific groups or certain communities – by sometimes heavily armed units must be avoided. Closely related to the gender aspect of non-discrimination is the issue of sexual harassment by police officers. Police officers are strictly prohibited from sexually harassing anyone. (Organization for Security and Co-operation in Europe, 2008).

Police Investigations

Police investigations must be based on reasonable suspicion of an actual or possible offence or crime. Public information that serves to initiate police investigations must be evaluated

and acted upon in an unbiased and effective manner. In their (investigative) work police officers must be committed to the presumption of innocence until a suspect is found guilty by a court, as well as to the principle of a due investigative process.

Interviews by the police (of witnesses, victims and suspects) must be conducted in a language which the persons interviewed understand. Before interviewing, police officers must identify themselves and others present during the interview. Police must inform the persons interviewed of the reasons for the interview, their rights and the procedure applicable to the investigation. Persons interviewed must be informed of their right to contact a lawyer and to have the lawyer present during the interrogation if provided for by law.

Furthermore, suspects must be informed of any charge against them. Suspects must not be obliged to plead their case, to answer any questions, or to incriminate themselves or their next of kin nor to confess guilt. Obtaining a confession or any other statement by the use of force, torture or the threat of using such means, or by using drugs must be prohibited and made punishable. Clear rules or guidelines must also be established for interviewing persons who are under the influence of drugs or alcohol (Organization for Security and Co-operation in Europe, 2008).

Records should systematically be kept of the time at which interviews start and end, of any request made by the persons interviewed, and of the persons present during each interview. Furthermore, police investigations must be “sensitive and adaptable to the special needs of persons, such as children, juveniles, women, and minorities including ethnic minorities”.

Women, in particular, are in need of unbiased, immediate and empathic support in cases of domestic violence and sex crimes, as well as trafficking and sexual exploitation (Organization for Security and Co-operation in Europe, 2008).

In the course of investigations, police may only interfere with an individual's right to privacy (including private life, family life, home and correspondence) when strictly and legally necessary and only to achieve a legitimate objective. Information and documents acquired by the police must be treated appropriately and with all necessary confidentiality. New technological means allow for increasing intrusion into the privacy of citizens (and the use of deception) and have the potential for damaging not only privacy and freedom of expression but also public trust in the authorities. In order to “maintain a fair balance between ensuring public safety through law enforcement measures and securing the rights of individuals”, legislative frameworks governing the performance of undercover investigations must be developed. The performance management of the practice includes internal control mechanisms (supervision, guidelines, authorization procedures, budget, performance management, review of results), as well as external oversight mechanisms (judicial control, democratic parliamentary control, control by data protection officials) (Organization for Security and Co-operation in Europe, 2008).

Although specific types of police-related activities may justify restrictions in transparency because of public or national security concerns, these activities nevertheless must not be left unchecked by the appropriate civilian authorities. Strict control by a data protection official is also necessary to ensure that the “collection, storage, and use of personal data by

the police shall be carried out in accordance with international data protection principles and, in particular, be limited to the extent necessary for the performance of lawful, legitimate and specific purposes.“ Particular attention must also be paid to rules on exchanging information between the police and other elements of the criminal justice system, and on exchanging data at the international level

(Organization for Security and Co-operation in Europe, 2008).

Support of Victims and Witnesses of Crime

The police must provide necessary support to victims of crime without discrimination, and with compassion and respect for their dignity. They should ensure their health and safety in a constructive and reassuring manner. “Police officers should inform the victim about the possibilities of obtaining assistance, practical and legal advice, compensation from the offender and State compensation. The victim should be able to obtain information on decisions made with regard to their case and on the outcome of the police investigation. In any report to prosecuting authorities, the police should give as clear and complete a statement as possible of the injuries and losses suffered by the victim.”

In order to protect witnesses of a crime from acts of intimidation or revenge, appropriate legal measures and specific witness protection programmes should be set up. “The main objectives of these programmes should be to safeguard the life and personal security of witnesses, their relatives and other persons close to them. Witness protection programmes should offer various methods of protection: these may include giving witnesses and their relatives and other persons close to them an identity change, relocation, assistance in obtaining new jobs, providing them with body-guards and other physical protection.”

Moreover, acts of intimidation of witnesses should be “made punishable either as separate criminal offences or as part of the offence of using illegal threats.” Police officers must have “adequate training to deal with cases where witnesses might be at risk of intimidation” (Organization for Security and Co-operation in Europe, 2008).

A central feature of democratic policing is the understanding that the consent of the people is required and important.

Prerequisites for gaining public support are:

- providing transparency in police operations and
- cultivating communication and mutual understanding with the public the police serve and protect. (Danish Institute for Human Rights, 2002).

Code of Conduct for Police Officers

The primary duties of those who hold the office of constable are the protection of life and property, the preservation of the Queen’s peace, and the prevention and detection of criminal offences. To fulfill these duties police officers are granted extraordinary powers; the public and the police service therefore have the right to expect the highest standards of conduct from them (Ghana Police Service, 2004).

This Code sets out the principles which guide police officers’ conduct. It does not seek to restrict officers’ discretion: rather, it aims to define the parameters of conduct within which that discretion should be exercised. However, it is important to note that any breach of the principles in this Code may result in action being taken by the organization, which, in serious cases, could involve dismissal (Ghana Police Service, 2004).

Police behaviour, whether on or off duty, affects public confidence in the police service. Any conduct which brings or is likely to bring discredit to the police service may be the subject of sanction. Accordingly, any allegation of conduct which could, if proved, bring or be likely to bring discredit to the police service should be investigated in order to establish whether or not a breach of the Code has occurred and whether formal disciplinary action is appropriate. No investigation is required where the conduct, if proved, would not bring or would not be likely to bring, discredit to the police service (Ghana Police Service, 2004).

Honesty and integrity: It is of paramount importance that the public has faith in the honesty and integrity of police officers. Officers should therefore be open and truthful in their dealings; avoid being improperly beholden to any person or institution; and discharge their duties with integrity.

Fairness and impartiality: Police officers have a particular responsibility to act with fairness and impartiality in all their dealings with the public and their colleagues.

Politeness and tolerance: Officers should treat members of the public and colleagues with courtesy and respect, avoiding abusive or deriding attitudes or behaviour. In particular, officers must avoid: favoritism of an individual or group; all forms of harassment, victimization or unreasonable discrimination; and overbearing conduct to a colleague, particularly to one junior in rank or service.

Use of force and abuse of authority: Officers must never knowingly use more force than is reasonable, nor should they abuse their authority.

Performance of duties: Officers should be conscientious and diligent in the performance of their duties. Officers should attend work promptly when scheduled for duty. If absence through sickness or injury, they should avoid activities likely to retard their return to duty.

Lawful orders: The police service is a disciplined body. Unless there is good and sufficient cause to do otherwise, officers must obey all lawful orders and abide by the provisions of Police Regulations. Officers should support their colleagues in the execution of their lawful duties, and oppose any improper behaviour, reporting it where appropriate.

Confidentiality: Information which comes into the possession of the police should be treated as confidential. It should neither be used for personal benefit nor should it be divulged to other parties except in the proper course of police duty. Similarly, officers should respect, as confidential, information about force policy and operations unless authorized to disclose it in the course of their duties.

Criminal offences: Officers must report any proceedings for a criminal offence taken against them. Conviction of a criminal offence or the administration of a caution may of itself result in further action being taken.

Property: Officers must exercise reasonable care to prevent loss or damage to property (excluding their own personal property but including police property).

Sobriety: Whilst on duty officers must be sober. Officers should not consume alcohol when on duty unless specifically authorized to do so or it becomes necessary for the proper discharge of police duty.

Appearance: Unless on duties which dictate otherwise, officers should always be well turned out, clean and tidy whilst on duty in uniform or in plain clothes.

General conduct: Whether on or off duty, police officers should not behave in a way which is likely to bring discredit upon the police service (Ghana Police Service, 2004).

Arbitrary Arrests, Use of Excessive Force and Detentions

Several reports by media and non-governmental institutions have shown that the police in recent times have resorted to use of excessive force, arbitrary/unlawful arrests and detentions that violate the right of citizens. It is obvious that, without an efficient guarantee of the liberty and security of the human person, the protection of other individual rights becomes increasingly vulnerable and often illusory. It is evidenced by the work of the international monitoring organs that, arrests and detentions without reasonable cause, and without there being any effective legal remedies available to the victims concerned, are commonplace.

Under the provisions of chapter four of the 1992 Constitution, the police are required to inform suspects of charges against them, and their rights under the law, and then to arraign them before court within forty-eight hours after arrest, restriction or detention. If this has not been done after this period, it is illegal to continue to detain suspects without bail from court. However, in many instances, the police appear to deliberately ignore these constitutional provisions or are simply not aware of them. The Ghanaian Constitution and Police Statutes forbid all shades of inhumane treatment, but the police often disregard these provisions. Instances of severe beatings of suspects and other forms of physical abuse, sometimes in attempts to extract confessions, are not rare.

The police have operated a de facto policy of shoot-to-kill in an attempt to tackle the current violent crime wave of which innocent bystanders are often victims. For instance, in Dansoman (a suburb of Accra) in 2006, a joint police patrol team shot and killed four people suspected to be armed robbers when the taxi in which they were travelling failed to stop as the police allegedly flagged them to stop (Abugri and Okine, 2006). It was soon clear that the four were victims rather than perpetrators, and had been in pursuit of the robbers. Later reports and an official inquiry revealed that not only had the police planted evidence in the vehicle; they had also obstructed relatives from conveying the victims to hospital by threatening to shoot them if they approached the scene (Amonoo-Monney Report, 2006).

Another report by the *Daily Graphic* alleged that, a joint police-military team shot and killed five residents of Taifa (a suburb of Accra) who were undertaking neighborhood watch duties (Abugri and Okine, 2006).

The Bureau of Democracy, Human Rights and Labour also reported that, on June 3, 2010, police fired on commercial transport drivers following a confrontation in Ashaiman, near Tema, killing two persons, including a student and injuring several others. The fact of the case was that, drivers had gathered to protest about alleged police harassment (Bureau of Democracy, Human Rights, and Labour, 2011).

The Commission on Human Rights and Administrative Justice (CHRAJ), in its Nationwide Inspection of Prisons and Police Cells chronicled a litany of violations of the rights of

suspects and detainees in police custody. Two cases contained in a recent report should suffice to illustrate the extent of these violations:

At Tema Community 8 Police cells, there was a woman who had been remanded on a charge of assault and stealing. The woman was nursing a 10-month-old baby. The child looked pale; the baby was malnourished and deprived of sunlight since the mother was not allowed to take the baby outside'. The same report cited a case in Tamale, where 'most remand prisoners in police cells slept on the bare floor because the majority of cells had not been furnished with beds, mattresses and blankets even though they were supposed to be beds in the cells. (CHRAJ Report, 2002/2003).

Community Partnership: Core Component One

Establishing and maintaining mutual trust is the central goal of the first core component of community policing -community partnership. Police recognize the need for cooperation with the community. In the fight against serious crime, police have encouraged community members to come forth with relevant information that could help in the apprehension and prosecution of criminals. The police engage with neighbourhood groups, participated in business and civic events, worked with social agencies, and taken part in educational and recreational programs for school children. In community policing, the police become an integral part of the community culture, and the community assists in defining future priorities and in allocating resources. The difference is substantial and encompasses basic goals and commitments (Community Policing Consortium, 1994).

Community partnership means adopting a policing perspective that exceeds the standard law enforcement emphasis. This partnership recognizes the value of activities that contribute to the well-being of a neighborhood. These activities could include: helping accident or crime victims, providing emergency medical services, helping resolve domestic and neighborhood conflicts (e.g., family violence, landlord-tenant disputes, or harassment), working with residents and local businesses to improve neighborhood conditions, controlling automobile and pedestrian traffic, providing emergency social services and referrals to those at risk (e.g., adolescent runaways, the homeless, the intoxicated, and the mentally ill), protecting the exercise of constitutional rights (e.g., guaranteeing a person's right to speak, protecting lawful assemblies from disruption), and providing a model of citizenship (helpfulness, respect for others, honesty, and fairness) (Community Policing Consortium, 1994).

These services could help develop trust between the police and the community and will enable the police to gain greater access to valuable information from the community that could lead to the solution and prevention of crimes, will engender support for needed crime-control measures, and will provide an opportunity for officers to establish a working relationship with the community.

Core Component Two

Problem solving is a broad term that implies more than simply the elimination and prevention of crimes. Problem solving is based on the assumption that "crime and disorder can be reduced in small geographic areas by carefully studying the characteristics of problems in the area, and then applying the appropriate resources" and on the assumption,

that “Individuals make choices based on the opportunities presented by the immediate physical and social characteristics of an area. By manipulating these factors, people will be less inclined to act in an offensive manner” (Community Policing Consortium, 1994).

As police recognize the effectiveness of the problem-solving approach, there is a growing awareness that community involvement is essential for its success. Determining the underlying causes of crime depends, to a great extent, on an in-depth knowledge of community. Therefore, community participation in identifying and setting priorities will contribute to effective problem-solving efforts by the community and the police. Cooperative problem solving also reinforces trust, facilitates the exchange of information, and leads to the identification of other areas that could benefit from the mutual attention of the police and the community (Community Policing Consortium, 1994).

Community policing must also address the problems of significant concern to the community. Community policing in effect allows community members to bring problems of great concern to them to the attention of the police. Once informed of community concerns, the police must work with citizens to address them, while at the same time encouraging citizens to assist in solving the problems of concern to the police.

The nature of community problems will vary widely and will often involve multiple incidents that are already related by factors including geography, time, victim or perpetrator group and environment. Problems can affect a small area of a community, an

entire community, or many communities. Community problems might include the following:

- An unusually high number of burglaries in an apartment complex that are creating great anxiety and fear among residents.
- Panhandling that creates fear in a business district.
- Disorderly youth who regularly assemble in parking lot of convenience store.
- An individual who persistently harasses and provokes community members (Community Policing Consortium, 1994).

In community policing, the problem-solving process is dependent on input from both the police and the community. Problem solving can involve:

- Eliminating the problem entirely. This type of solution is usually limited to disorder problems. Examples include eliminating traffic congestion by erecting traffic control signs, and destroying or rehabilitating abandoned buildings that can provide an atmosphere conducive to crime.
- Reducing the number of the occurrences of the problem. Drug-dealing and the accompanying problems of robbery and gang violence will be decreased if the police and community work together to set up drug counseling and rehabilitation centers. Longer range solutions might include intensifying drug education in schools, churches, and hospitals.
- Reducing the degree of injury per incident. For example, police can teach store clerks how to act during a robbery in order to avoid injury or death and can advise

women in the community on ways to minimize the chances of being killed or seriously injured if attacked.

- Improving problem handling. Police should always make an effort to treat people humanely, (e.g., show sensitivity in dealing with rape victims and seek ways to ease their trauma, or increase effectiveness in handling runaway juveniles, drug addicts, drunk drivers, etc., by working with other agencies more closely).
- Manipulating environmental factors to discourage criminal behavior. This can include collaborative efforts to add better lighting, remove overgrown weeds and trim shrubbery, and seal off vacant apartment buildings (Community Policing Consortium, 1994).

2.6 EMPIRICAL LITERATURE

The empirical literature describes what has been practically observed and validated objectively on the subject matter. This normally ends with a justification or statement that justifies the need for the research.

A study conducted in Ghana by Justice Tankebe in 2010 and published in the British Journal of Criminology titled: *Public Confidence in the Police-Testing the Effects of Public Experiences of Police Corruption in Ghana*, compared the effects of three dimensions of police corruption on perceptions of police trustworthiness, procedural justice and effectiveness. These three dimensions of corruption are personal experience, vicarious experience and subjective evaluations of police anti-corruption measures. The data come from a survey of people living in Accra, Ghana.

The findings showed that both vicarious experiences of corruption and satisfaction with reform measures explain assessments of police trustworthiness, procedural justice and effectiveness, but that personal experiences of police corruption do not do so.

Another study conducted in Nigeria by Alemik and Chukwuma (2000), examined *Police–Community Violence in Nigeria*, which was one of the critical socio-political problems in the country. Two dimensions of police violence were considered. These are the use of violence against citizens by the police and citizen's violence against the police.

The study, a national survey on the root causes of police-community violence in Nigeria, analyzed the incidence, extent and pattern of violence by and against the Nigerian police. Theoretically, the problem was analyzed within a broad framework which posits that, violence by and against the police are determined by social, political and economic factors mediated by police institutional ideology and capabilities (and in-capabilities). Violence was conceived broadly in terms of homicide (at the extreme and rare form), torture (especially in the context of police interrogation) and brutality in the course of law enforcement contacts between citizens and police in Nigeria.

A Ph. D. research conducted by Ligon Cao in 1999, in the United States of America was titled, *Curbing Police Brutality: What Works? A Reanalysis of Citizen Complaints at the Organizational Level*, examined two related issues of police brutality at the organizational level: citizen complaints about police use of physical force and citizen complaints about police use of nonphysical force'. The study established that police use of excessive force is a serious problem, both for citizens who might be subjected to such force and for officers

who employ it. It pointed out that many riots of the last century in the United States were caused by the public perceptions concerning the police misuse of force, from the Chicago disturbance of 1919 to the Los Angeles riots which followed the trial of police officers in the Rodney King incidence.

A case study conducted by Izzet Lofca in 2002, at the University of North Texas, on *Police Misconduct in the United States of America and an Applicable Model for the Turkish National Police*, explored the underlying causes and deterrent control mechanisms of police misconduct in the United States. Outcomes of causes and control mechanisms constitute the basis for an applicable model for the Turkish National Police (TNP). The study touched on salient issues such as: Why some police behavior deviate from the norm? What are the main determinants of police misconduct? Is police misconduct a result of sociological behavior and sub-cultural development within police organizations or a psychological behavior as an outcome of officers' personal traits? What are the control mechanisms for police misconduct? What are their strengths and weaknesses? Do they deter or not? Is there a control mechanism that deters better than others? What is the best deterrence model for the TNP?

The current study titled: *The Role of Public Relations in Enhancing Corporate Image, A Case study of the Ghana Police Service*, is somehow different from all the empirical works reviewed. The study by Justice Tankebe in 2010, *Public Confidence in the Police-Testing the Effects of Public Experiences of Police Corruption in Ghana*, compared the effects of three dimensions of police corruption on perceptions of police trustworthiness, procedural

justice and effectiveness. These three dimensions of corruption are personal experience, vicarious experience and subjective evaluations of police anti-corruption measures. Also, a study conducted in Nigeria by Alemik and Chukwuma (2000), examined Police–Community Violence in Nigeria, which is one of the critical socio-political problems in the country. Two dimensions of police violence were considered: Use of violence against citizens by the police and citizen's violence against the police. Another study conducted in the United States by Izzet Lofca in 2002, titled *Police Misconduct in the United States of America and an Applicable Model for the Turkish National Police*, explored the underlying causes and deterrent control mechanisms of police misconduct in the United States.

The current study is far different from works already done because it contributes to filling the gap on police communications and enhancement of corporate image. This study sought to find answers to the role external communications practices and activities have played in enhancing the image of the Ghana Police Service.

The current study somehow differs from the works already reviewed since it also sought to find establish how the Police Public Affairs Directorate use external communications to addressing issues in public. Answers to specific questions which bother on how the police communicate effectively with members of the public will be sort.

- Does the police respond to queries by members of the public on time?
- Does the police provide factual and accurate responses to issues raised in the media?
- What is the impact of external communications activities on the image of the police service?

- Have external communications activities undertaken by police enhance the image of the police or otherwise?
- Does the police need to adopt new approach to addressing issues?

CHAPTER THREE

METHODOLOGY

INTRODUCTION

In this chapter, the steps taken for the research is illustrated and the aim of the research will be discussed. The choice of method used is also justified. The design of the study and the methods of data collection is described. The criticisms against method is outlined illustrating the advantages and shortcomings of the preferred methods.

3.0 RESEARCH DESIGN

There are three approaches to any research study namely quantitative, qualitative and the hybrid method. (Creswell, 2003). The hybrid method has both quantitative and qualitative features.

This research is based on qualitative research approach. The study adopted qualitative method for both data collection and data analysis of respondents from a focus group.

3.1 POPULATION OF STUDY

The population of study includes twelve people from various backgrounds who formed focus groups to discuss responses to issues on policing by police personnel and its impact on the image of the police service as shown on some editions of Crimefighters TV programmes. The 30-minutes police anti-crime television programme broadcast on Joy News Channel - Saturdays at 6.30 pm. The anti-crime television programme seek to educate the viewing public on crime trends, crime prevention and control, acceptable

conduct of police personnel, as well as answers questions to critical issues that borders the citizenry.

Episodes of Crimefighters TV programme were selected from among episodes broadcast on Joy News from November 2013 to April 2014.

Crimefighters TV programme was chosen because of the programme appeal to audience and the fact that it serves as a means for the police to reach out to members of the public by way of a structured weekly television programme. The programme serve as a platform where the police provide clarity on issues bordering general policing in the country and also to solicit for public support.

3.2 SAMPLE SIZE

The sample size for the study was selected using non-probability sampling with emphasis on:

- Members of the Ghana Police Service
- Members of the Ghana Journalist Association

3.3 SAMPLING PROCEDURE

Purposive sampling method was used to select respondents for this study. According to Mack, Woodson, Macqueen, Guest & Namey (2005), purposive sampling to preselected criteria relevant to particular research questions. Review of data and analysis are done in conjunction with data collection. Purposive sampling technique was used for the sampling frame of focus group. Specific people within the population were chosen for the research. Two focus groups of six participants each, made up of professionals from the public with

knowledge on police communications, police officers who have knowledge on police communication activities and media practitioners who are members of the Ghana Journalists Association. This ensured fair representation of the sample and a high level of reliability. The study period was for three months (December, 2013 to February, 2014). The sample size was selected out of a total of 13 episodes per broadcast season – three months. Three episodes were randomly selected.

3.4 METHOD OF DATA COLLECTION

In this research study, the instruments used to gather information from respondents was semi- structured interviews. Semi-structured interviews are often preceded by observation, informal and unstructured interviewing in order to allow researchers to develop a keen understanding of the topic of interest necessary for developing relevant and meaningful semi-structured questions. The inclusion of open-ended questions and training of interviewers to follow relevant topics that may stray from the interview guide does, however, still provide the opportunity for identifying new ways of seeing and understanding the topic at hand (Kumar, 1999).

The research drew questions from the study in order to get detailed information for the purpose of analysis and also to attain set research objectives. A total of sixteen interview questions were used to gather information from respondents. A total of ten respondents forming two focus groups of five participants each were used in the discussion to in order to obtain detailed information for the purpose of analysis.

The interview questions were structured into two sections. Section A had five (5) questions on participants demographics while section B consist of eleven (11) questions that were

drawn from the research work which was limited to the clarity of information provided, trustworthiness of the information, impact of corporate communication on image of the police service as broadcast on Crimefighters TV programme on Joy News.

3.5 METHOD OF DATA ANALYSIS

Data gathered from the interviews were analyzed using the Miles & Huberman (1994) and Babbie (2006) approach to qualitative data analysis. Data was coded so as to identify and describe patterns and themes from the perspective of the participants, and then an attempt to understand and explain these patterns and themes. During the analysis data was organized categorically and chronologically. Data was also reviewed repeatedly and continually coded.

The qualitative data processing method known as coding was used in this study to present the analysis. Babbie (2006) explains “the key process in the analysis of qualitative social research data is coding – classifying or categorizing individual pieces of data – coupled with some kind of retrieval system”. The primary aim of data analysis in coding is the discovery of patterns that points to theoretical understanding of social life.

Concept is the fundamental principle for qualitative coding. This study used the more common processes which are **open coding, axial coding and selective coding**.

Barbie (2006) cited Strauss and Corbin (1998) **open coding**:

“To uncover, name and develop concepts, we must open up the text and expose the thought, ideas and meanings contained thereby. Without this first analytic step, the rest of the analysis and the communication that follows could not occur. Broadly speaking during open coding, data are broken down into discrete parts, closely examined and compared for similarities and differences”.

Axial coding seeks to identify the core concepts in the study and normally uses the results of open coding. More concepts are identified in this process and it involves a regrouping of data obtained from open coding which requires more analytical concepts.

Selective coding seeks to identify the central code of the study where all other codes relate to.

List of major ideas that surfaced were recorded. Also recorded interviews were transcribed verbatim. Field notes and diary entries were reviewed regularly to ensure accuracy of data collected.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

INTRODUCTION

This chapter presents the analysis and discussion of the findings on the impact of broadcast of the police anti-crime television programme Crimefighters TV on the image of the police service as seen viewers. It presents the demographics of respondents, the extent to which responses by police spokespersons impacts positively on the image of the police as seen by viewers. The chapter also presents data analysis on how the television programme have succeeded in getting members of the public to support the police as a result of watching the television programme.

4.0 DEMOGRAPHICS OF RESPONDENTS

Results of the survey revealed that, out of ten (10) respondents sampled, six of the respondents were males and four (4) females as shown in table 4.1.1 below.

Table 4.0.1 Sex of respondents

Sex	Frequency	Percentage %
Male	6	60
Female	4	40
Total	10	100

Source: Field data 2017

Respondents age was also considered. With respect to the respondents age range, the study indicates that four (4) of the respondents were below the age of 40 years, while the remaining six (6) were above 40 years. From the responses, deduction can be made that majority of respondents are old and more than 25 years old, experienced and understand the subject matter and their field of work. The study also considered, the educational backgrounds of respondents. The educational backgrounds of respondents are detailed in table 4.0.2 below.

Table 4.0.2 Educational qualification

Educational Qualification	Frequency of Response	Percentage of Response (%)
Diploma	2	20
Degree	5	50
Masters	3	30
Total	10	100

Source: Field data 2017

With regard to marital status of respondents, it was evenly distributed between single and married. There were five (5) married respondents as well as five (5) single respondents. By respondents indicating their profession, it was observed that, six (6) of the respondents were journalists serving at various capacities- (one (1) - media consultant, one (1) - news editor, one (1) media monitoring officer and two (2) news reporters). The remaining four

(4) respondents were public relations practitioners who serve at various capacities in the police service. All four work in the police service as Public Affairs Officers. Respondents in this section gives the assurance that the responses are representative of the entire population.

4.1 CODING OF DATA AND ANALYSIS

The data received from the field was analysed with the coding method for qualitative data analysis, in accordance with research questions and the responses derived from the respondents were interpreted and put under various themes and concepts. Barbie (2006 11 Edt.) justifies the aim of data analysis in coding as the discovery of patterns among the data, patterns that points to theoretical understanding of social life.

The first research question was to find out the **extent to which police communication on Crimefighters TV programme improve public knowledge and enhance corporate image**. It was to examine the extent to which communication on Crimefighters TV programme has increased public knowledge on policing and enhance corporate image. The transcribed answers of respondents are as shown in table 4.1.1.

4.1. Have police communications on CrimFighters TV programme improved public knowledge and enhanced corporate image?

Table 4.1.1 Extent to which police communication have improved public knowledge and enhanced corporate image.

No	Transcribed answers	Coding and interpretation
1.	<p>“ I now know lots of things about policing and crime prevention than before. My knowledge on safety-tips have been greatly improved”.</p>	<p><u>Open coding:</u></p> <p>“ I now know lots of things about policing and crime prevention than before. My knowledge on safety-tips have been greatly improved”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Knowledge • Improve • Crime prevention • Safety-tips <p><u>Axial coding</u></p> <p>The respondent perceives that good information provided by the police has given him knowledge on police and crime prevention.</p>

		<p>By providing the public with the needed information and answers, resource persons give more clarity to issues on crime prevention in the public domain thereby building knowledge and public awareness of crime trends.</p> <p>The respondent also perceived that, by providing detailed information on crime prevention, viewers who watch attentively will be able to practice crime prevention. A sense of believability is built for the programme therefore encourages audience to watch.</p> <p><u>Open coding:</u></p> <p>“ For me, I have been privileged to watch this educative programmes over the period. I have learnt several safety-tips on crime prevention”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Advantaged • Knowledge • Safety-tips • Crime prevention
2.	<p>“ For me, I have been privileged to watch this educative programmes over the period. I have learnt several safety-tips on crime prevention”.</p>	<p>“ For me, I have been privileged to watch this educative programmes over the period. I have learnt several safety-tips on crime prevention”.</p>

<p>3.</p>	<p>“ I believe the programme came in at the right time. It has greatly improve public</p>	<p><u>Axial coding</u></p> <p>The respondent perceives that, provision of detailed and informative responses by resource persons who appear on the programme to issues raised will help to build knowledge of viewers on specific subjects.</p> <p>By providing the public with much needed information, resource persons give more clarity to crime trends thereby building public knowledge and empowering the public to combat crime.</p> <p>Respondent also perceived that by providing detailed information on safety-tips, members of the public will be encouraged to undertake crime prevention controls.</p> <p><u>Open coding:</u></p> <p>“ I have been previledge to watch this educative programmes over the period. I have learnt several safety-tips on crime prevention”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Timing • Improve
-----------	--	--

4.	<p>knowledge on policing and also enhance image of the police service”</p>	<ul style="list-style-type: none"> • Knowledge • Image <p><u>Axial coding</u></p> <p>The respondent perceives that, broadcast of CrimeFighters TV programme by the police was timely. Broadcast of the programme have corrected negative perceptions and enhance the image of the police service.</p> <p>By providing the public with much needed information on crime trends and policing, the public better informed as to current crime situation there negative perception are erased.</p> <p>Respondent also perceived that by providing detailed information at the right time, public knowledge is improved and trust is built, thereby enhancing the image of the service.</p> <p><u>Open coding:</u></p> <p>“ The program educates me on my rights under the law and policing in general. It’s a great programme which has helped in increasing knowledge on</p>
----	---	---

<p>“ The program educates me on my rights under the law and policing in general. It’s a great programme which has helped in increasing knowledge on policing and particularly improve the image of the police”.</p>	<p>policing and particularly improve the image of the police”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Rights • Knowledge • Improve • Image <p><u>Axial coding</u></p> <p>The respondent perceives that, information provided by resource persons help in educating the public on their rights under the law. Broadcast of the programme have provided the general public with adequate information to the public on general policing in the country.</p> <p>By providing the public with much needed information on the rights of the individual under the law and general policing, the public becomes well informed and are able to stand up for their right.</p> <p>Respondent also perceived that, public knowledge has improved and that the image of the police service has also been enhanced.</p> <p><u>Open coding:</u></p>
---	--

5.	<p>“As for me, without this programme I would not have seen the need to strengthened security around my home. It is the best security programme which has greatly improve the image of the police service”.</p>	<p>“As for me, without this programme I would not have seen the need to strengthened security around my home. It is the best security programme which has greatly improve the image of the police service”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Strengthened • Security • Improve • Image <p><u>Axial coding</u></p> <p>The respondent perceives that, information provided by resource persons has helped in educating the public on home security and safety. The programme have provided adequate information on personal security and safety to improve public knowledge on crime prevention and control.</p> <p>By providing the public with much needed information on personal security and safety, the public become well informed and take proactive measures to protect themselves by securing their space.</p>
----	--	---

6.	<p>“For me the programme is carefully structured to improve public knowledge and enhance image of the police. The creation of the hotline 18555 and publication enable the public to call the information room for assistance or make enquiries. It’s amazing”</p>	<p>Respondent also perceived that, public knowledge on personal security has improved and the overall image of the police has also been enhanced.</p> <p><u>Open coding:</u></p> <p>“For me the programme is carefully structured to improve public knowledge and enhance image of the police. The creation of the hotline 18555 and it publication enable the public to call the information room for assistance or make enquiries. It’s amazing”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Improve • Knowledge • Hotline • Image • Call <p><u>Axial coding</u></p> <p>The respondent perceives that, information provided by resource persons on the programme helped in improving public knowledge and also enhancing image of the service.</p>
----	--	---

		<p>Broadcast of the programme created the platform for the police to publicize the emergency hotline number 18555 which promote interaction between the police and the public.</p> <p>By providing the public with much needed information, the average citizen become well knowledgeable, well informed and are able request for assistance where need be.</p> <p>Respondent also perceived that, public knowledge on crime prevention has been improved and can therefore call for police assistance in time of distress through the emergency hotline 18555. Also, respondent perceive that the image of the service has been enhanced.</p>
--	--	--

Again, various themes and concepts that came up after applying the open, axial and selective coding (Babbie, 2006) were Knowledge, Improve, Crime prevention, Safety-tips, Advantaged, Timing, Image, Rights, Law, Strengthened, Security, Hotline, and Call.

In measuring the impact of police external communications in the improvement of knowledge and the enhancement of corporate image of the police service, the study

measured public perception by interviewing members of the public who have knowledge and understanding of police communications.

The Public Affairs Directorate of the Ghana Police Service, have over the past decade, taken the lead in educating members of the public through the flagship anti-crime television programme CrimeFighters TV. The programme educates members of the public on general policing and current crime trends in the country by providing detail and accurate information.

The CrimeFighters TV programme provides information on numerous topical issues such as: Current Crime Trends, Safety-Tips, Home Security, Personal Security and Safety, Crime Prevention and Control, Neighbourhood Watch, Right To Bail, Responsibilities of the Police Officer, Investment Scam, High Way Patrols, Police Stop and Searches, Safety Whiles Driving, Safety at Night, Responsibility of Citizens, The Dos and Don'ts of Elections among others.

Provision of detailed and accurate information is key to the development of knowledge of the viewing public and the building of trust which leads to the enhancement of corporate image.

By carefully explaining issues in detail and giving relevant information to the public who are key stakeholders, a partnership is created between the police and members of the public. Good image is built around trust. A positive image can be attained as a result of how the public perceive an entity. Actions or in-actions of an organization can lead to the formation of a positive or negative image. The police sort to enhance its image by engaging members of the public through carefully structured communication programme such as the anti-

crime TV programme CrimFighters TV. Members of the public get more knowledgeable issues on policing, become security conscious and are willing to support the police in combating crime.

4.2 The link between responses and impact on image of the police service.

There was the need to examine responses given by resource persons, believability or otherwise and its effect on image of the police.

Respondents once again confirmed the fact that they are satisfied with responses given on the programme and the fact that it has a positive effect on the image of the police service.

The responses are presented in table 4.2.1 below.

Table 4.2.1 Link between responses and impact on image of the police service.

No	Transcribed answers	Coding and interpretation
1.	<p>“ I am satisfied with responses given by resource persons on CrimeFighters TV programme. It has changed my perception</p>	<p><u>Open coding:</u></p> <p>“ I am satisfied with responses given by resource persons on CrimeFighters TV programme. It has changed my perception about the police for good”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Satisfaction • Credible

2.	<p>about the police for good”.</p> <p>“ For me, CrimeFighters TV programme provides</p>	<ul style="list-style-type: none"> • Perception • Endorsement <p><u>Axial coding</u></p> <p>The respondent perceives that when resource persons who appear on the programme provide satisfactory responses it will help built trust and change perception of the police among audience.</p> <p>By answering questions fairly and providing accurate responses to the public, resource persons give more clarity to issues in the public domain thereby building trust and public confidence.</p> <p>The respondent also perceived that, by providing factual responses to issues, credibility is built and public perception begin to tilt in favour of the police.</p> <p>.</p> <p><u>Open coding:</u></p> <p>“ For me, CrimeFighters TV programme provides total education on security and crime prevention. Responses provided on the show are good and makes me like the police”.</p>
----	---	---

<p>3.</p>	<p>total education on security and crime prevention. Responses provided on the show are good and makes me like the police”.</p> <p>“ To a great extent, am very impressed with</p>	<p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Satisfaction • Credible • Perception • Endorsement • Image <p><u>Axial coding</u></p> <p>The respondent perceives that, with the provision of a holistic education on crime on the programme by way of detailed and accurate information people will like the police.</p> <p>By providing good response on the programme, trust will be built and people perception of the police among audience will be enhanced.</p> <p>The respondent perceived that, by providing good and precise responses, resource persons give more clarity to issues and create the opportunity for the public to have a positive perception about the police.</p> <p><u>.Open coding:</u></p> <p>“ To a great extent, am very impressed with responses to questions on the show. Resource persons are sincere and provide accurate responses. By stating</p>
-----------	--	---

<p>responses to questions on the show. Resource persons are sincere and provide accurate responses. By stating that, officers who take money before bails are granted violate the law is a plus for the police and makes me give them tombs-up”.</p>	<p>that, officers who take money before bails are granted violate the law is a plus for the police and makes me give them tombs-up”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Satisfaction • Credible • Perception • Endorsement • Image <p><u>Axial coding</u></p> <p>There respondent perceives that, provision of sincere and accurate responses are by resource persons will get people to believe in the police and like them.</p> <p>The respondent is impressed by the sincerity of resource persons in answering of questions on the programme. The respondent also perceive that, resource persons by responding to issues raised in a sincere manner build trust among the public therefore gain positive ratings.</p> <p>.</p> <p><u>Open coding:</u></p>
--	---

<p>4.</p>	<p>“ For me I never miss CrimeFighters TVprogramme. Responses such as “any one who has a problem with any police officers should report to his immediate boss or come and see me at the Police Headquarters” makes the police credible. The programme has given the police a positive image”.</p>	<p>“ For me I never miss CrimeFighters TVprogramme. Responses such as “any one who has a problem with any police officers should report to his immediate boss or come and see me at the Police Headquarters” makes the police credible. The programme has given the police a positive image”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Credible • Enhance • Image • Endorsement <p><u>Axial coding</u></p> <p>The respondent perceives that when resource persons provide responses that assure viewers of their willingness to deal with wrong doing within the police service, the police are seen as credible and this impact positively on the image of the service.</p> <p>The demeanor of resource persons who appear on the show have a huge bearing on the way they are perceived. By responding to questions in a more relaxed manner and providing accurate responses,</p>
-----------	--	---

<p>5.</p>	<p>“ As for me, responses provided on the show are educative and informative. Detail information provided by resource persons such as safety-tips, crime trends, education on use of emergency hotline-18555 greatly enhance the image of the police service”.</p>	<p>trust is built and confidence in the public increase which leads to an enhancement of image.</p> <p><u>Open coding:</u></p> <p>“ As for me, responses provided on the show are educative and informative. Detail information provided by resource persons such as safety-tips, crime trends, education on use of emergency hotline-18555 greatly enhance the image of the police service”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Satisfaction • Endorsement • Enhance • Image <p><u>Axial coding</u></p> <p>There respondent perceives that, when responses provided by resource persons are detailed, educative and informative audience are satisfied, credibility is built which leads to image enhancement.</p>
-----------	--	---

		<p>The respondent is satisfied due to the provision of detailed information by resource persons on various topical issues which leads to acquisition of knowledge, trust building and enhancement of image of the police.</p>
--	--	---

Once again, various themes and concepts that came up after applying the open, axial and selective coding (Babbie, 2006) were Satisfaction, Credible, Perception, Endorsement, Image and Enhance.

For public confidence to be built there is the need for resource persons who appear on the programme conduct themselves in a manner that is satisfactory to the audience. To gain public confidence, there is the need for resource persons who appear on the CrimeFighters TV programme to be calm and well compose, answer questions by providing facts, clarify issues and provide detail information to audience as and when necessary.

For trust to be built, there is the need for a consistent strategy to educate and inform the public by providing factual and unbiased information at all times.

The responses points to the fact that, resource persons who appear on the CrimeFigthers TV programme act in a responsible manner which makes them credible. They do not try to

provide information that are half truth or defend acts by officers that do not conform to the police service code of conduct. In response to whether, responses received on the programme has helped in enhancing image of the service, respondents claim they are satisfied with the responses given. They indicated the fact that responses to issues raised on the programme is always answered accurately with facts. This they said makes the police credible, build credibility and enhances image of the police service.

4.3. The extent to which Crimefighters TV programme attract viewers by providing detailed information accompanied with good visuals and graphics.

Respondents were asked why they watch the CrimeFighters TV programme and their responses are captured in table 4.3.1.

Table 4.3.1 Why respondent watch Crimefighters TV programme.

No	Transcribed answers	Coding and interpretation
1.	<p>“ I particularly like the clarity of the pictures and the placement of the text at the bottom. It enables me to watch and read at the same time”.</p>	<p><u>Open coding:</u></p> <p>“I particularly like the clarity of the pictures and the placement of the text at the bottom. It enables me to watch and read at the same time”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Precision and perfection • Placement

		<ul style="list-style-type: none"> • Assistance • Viewing <p><u>Axial coding</u></p> <p>The respondent perceives that when the pictures are clear it encourages you to watch the programme.</p> <p>Visuals can greatly affect the way viewers patronize a television programme. Bad visuals will discourage viewers from watching while good visuals will encourage viewers to gather to watch a television programme.</p> <p>The respondent also perceived that, proper placement of text at the right will enable viewers watch and read information placed on screen in the form of crawlers (text) at the same time.</p> <p>Good visuals and graphics makes viewing appealing.</p>
2.	<p>“ Resource persons who appear on the programme do their best to respond to questions put to them. This</p>	<p><u>Open coding:</u></p> <p>“ Resource persons who appear on the programme do their best to respond to questions put to them. This motivates me to watch because of the sincerity”.</p> <p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Trustworthy

	<p>encourages me to always watch the programme because of I believe what they say”.</p>	<ul style="list-style-type: none"> • Information • Motivate • Viewing <p><u>Axial coding</u></p> <p>The respondent perceives that when resource persons who appear on the programme answer questions well by providing accurate information, it will help built trust.</p> <p>By answering questions fairly by providing the public with the right answers, resource persons give more clarity to issues in the public domain thereby building trust and public confidence.</p> <p>The respondent also perceived that, by providing detailed information, a sense of believability is built for the programme therefore encourages audience to watch.</p>
<p>3.</p>	<p>“ I like the responses given to questions on pertinent issues by resource persons. They</p>	<p><u>Open coding:</u></p> <p>“ I like the responses given to questions on pertinent issues by resource persons. They provide detailed and accurate information that encourages me to always watch the programme”.</p>

	<p>provide detailed and accurate information that encourages me to always watch the programme”.</p>	<p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Trustworthy • Information • Motivate • Viewing <p><u>Axial coding</u></p> <p>The respondent perceives that when information provided is detailed and accurate it encourages you to watch the programme.</p> <p>Provision of accurate and detailed responses to questions on issues raised can greatly affect the way viewers perceive the police either good or bad. Bad responses will discourage viewers from watching while good and accurate responses will encourage viewers to gather and watch the programme.</p> <p>Provision of fair and accurate responses help to create a positive image among the audience.</p>
<p>4.</p>	<p>“ I do enjoy watching the programme since it gives details on personal</p>	<p><u>Open coding:</u></p> <p>“ I do enjoy watching the programme since it gives details on personal safety with good visuals. It make you look forward to the programme every week”</p>

	<p>safety with good visuals. It make you look forward to the programme every week”</p>	<p>The concepts or themes that are coming up are:</p> <ul style="list-style-type: none"> • Information • Visuals • Motivate • Viewing <p><u>Axial coding</u></p> <p>The respondent perceives that when good information is provided accompanied with the right visuals it motivate you to want to watch the programme always.</p> <p>Detailed information accompanied with the right visuals will give viewers more clarity and better understanding on issues. It can set the platform for viewers to want to patronize (watch) the programme.</p> <p>The respondent also perceived that, detailed information accompanied with the right visuals create a sense of believability for the programme therefore motivate people to watch.</p>
5.	<p>“ I like the picture and sound quality as well as the video insertions. It</p>	<p><u>Open coding:</u></p> <p>“ I like the picture and sound quality as well as the video insertions. It makes me stay glued to the programme”</p> <p>The concepts or themes that are coming up are:</p>

	<p>makes me stay glued to the programme”</p>	<ul style="list-style-type: none"> • Quality • Insertion • Motivate • Viewing <p><u>Axial coding</u></p> <p>The respondent perceives that when the pictures are clear it encourages you to watch the programme.</p> <p>Visuals can greatly affect the way viewers patronize a television programme. Bad visuals will discourage viewers from watching while good visuals will encourage viewers to gather to watch a television programme.</p> <p>Visual communication creates believability- it enable audience remember and believe what they see because there is visual support.</p> <p>The respondent also perceived that, proper placement of text at the right will enable viewers watch and read information placed on screen in the form of crawlers (text) at the same time.</p> <p>Good visuals and graphics makes viewing appealing.</p>
--	---	---

From the responses, the various themes and concepts that came up after applying the open, axial and selective coding (Barbie, 2006) were basic standards that guide audience. Elements and principles of design when applied proportionally gives clarity, legibility, communicate effectively and places emphasis.

Various themes and concepts that came up after applying the open, axial and selective coding (Babbie, 2006) were Visuals, Trustworthy, Information, Motivate, Viewing, Precision and perfection, Placement and Assistance.

The quality of pictures, perfect sounds and good placement of text makes the programme more attractive to viewers. Visuals have a great impact on how audience patronize a television programme. The unavailability of good visuals will cause a television programme to have fewer audience as compared to a television programme with good visuals. A combination of good visuals together with equally good graphics makes the programme more attractive to viewers.

The programme also attract large viewership due to the fact that it provides detail information on new crime trends and safety tips on crime prevention and control.

Pertinent questions and issues raised on the programme were carefully addressed by police spokespersons who appear on the programs. This appeals to most audience who look up to the next episode of the programme. Respondents placed emphasis on communication as a means to effective policing and the building of a positive image.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

INTRODUCTION

This chapter deals with a summary of the findings, discussion, recommendations and conclusion.

5.0 SUMMARY OF ACTUAL FINDINGS

The first objective was to determine the extent to which external communication improve public knowledge and enhance corporate image. Out of the total number of respondents (40) percent were below forty years while 60 percent were above forty years.

As to whether external communication has improved public knowledge on policing, respondents were of the opinion that police communication on CrimeFighters TV broadcast on Joy News have greatly helped in improving knowledge of individuals on policing.

About 80 percent of respondents are of the opinion that, resource persons who appear on the programme are able to clarify issues well to the understanding of the ordinary person.

All the respondents 100 percent, indicated that, resource persons who appeared on the programme are able to provide detailed information on topical issues which serves as a form of education and improve knowledge. Some remarks by respondents “ I now know lots of things about policing and crime prevention than before”. “My knowledge on safety-tips have been greatly improved”, “I have learnt several safety-tips on crime prevention”.

In determining the extent to which communication has enhanced corporate image, respondents were of the opinion that communication activities and responses by resource persons on the CrimeFighters TV programme have greatly influenced the way people perceive the police. About 90 per cent of respondents believe that, external communication through the programme has helped to improve public knowledge on policing and general security and also changed perception people have about the police. Respondents also were of the opinion that, by providing detailed information at the right time, public knowledge is improved and trust is built, thereby enhancing the image of the service. Some quotations from respondents “ I believe the programme came in at the right time. It has greatly improved public knowledge on policing and also enhanced image of the police service”, “It’s a great programme which has helped in increasing knowledge on policing and particularly improve the image of the police”.

To some of the respondents, even though external communications activities undertaken have so far helped in improving public knowledge and enhanced corporate image, there is the need for the police administration to name and shame police officers on the programme to further gain public confidence and further boost the image of the police.

5.1 STATEMENT OF THE PROBLEM

The Ghana Police Service is an institution mandated by Ghana's 1992 constitution to maintain peace and security and protect lives and property. Recently media reportage in both print and electronic media show-cased police use of excessive force, violation of citizens right, arbitrary arrests and detentions, on members of society.

Actions and acts by some unscrupulous police officers put the image of the police service into disrepute. There was the need for proactive step to reach out members of the public through by use of effective communication. To protect and maintain the image of the police service, the Police Administration working through the Public Affairs Directorate established several public relations activities and external communications programmes to inform, persuade and enhance the image of the police service.

There was therefore the need to find out the extent to which external communications activities conducted by the Police Public Affairs Department have impacted on the image of the police service.

5.2 SUMMARY OF OBJECTIVES

The general objective was to ascertain the role of external communication in the enhancement of corporate image of the organization. Whether effective communication have successfully improved public knowledge on policing, built trust, changed perception of audience and enhanced corporate image.

5.3 DISCUSSION OF FINDINGS

This study provides a requirement as to how communications programmes should be structured to affect the viewers knowledge and impact on the image of an organization. In finding out the extent to which police communication on Crimefighters TV programme have improved public knowledge and enhanced corporate image, factors were analysed in the present study which showed the role of producers for the show and resource persons who appear on the programme. A respondent pointed to the fact that “ *for the programme to attract large viewership the visuals as well as the sound quality must be high*”.

For the programme to appeal to the right target audience, producers must ensure that, they have good pictures, perfect sounds and that placement of text on the screen is carefully done in order not to crowd the programme.. Visuals have a great impact on how audience patronize a television programme. The unavailability of good visuals will cause a television programme to have fewer audience as compared to a television programme with good visuals. A combination of good visuals together with equally good graphics makes the programme even more attractive to viewers.

Communication does not end up with attracting attention. It involves making information available in the simple, understandable, interesting and pleasing. In addition, communication should generate the expected reaction from the public.

For communication to be said to have taken place, the sender of the message must communicate in plain simple language which the recipient best understands. Use of technical jargons should be avoided as much as possible. To be able to impact knowledge and change perception there is the need to explain issues in details by giving relevant

information to the public who are key stakeholders. Responses given by resource persons who appear on the programme were simple and straight forward, therefore providing viewers more clarity and better understanding.

“ I am particularly impressed with responses provided by resource persons. Responses comes in plain simple language that the average person can understand”.

To build credibility and appeal to a majority of people through external communication, there is the need for presentation of factual information and the timely clarification of issues as and when needed. Good image is built around how a person perceive someone or an entity. Actions or in-actions of an organization can lead to the formation of positive or negative perception which affect image of an organization or individual.

For public trust or confidence to be built, there should be a consistent strategy to provide factual and unbiased information to members of the public at all times. Provision of accurate and precise information will help build credibility and public satisfaction. *“ resource persons who appear on the programme act in a responsible manner which makes them credible”, “ The conduct of resource persons and responses the give makes the police credible, build trust and enhance image of the police service”.*

The police administration must ensure that, police spokespersons or resource persons continue to act in ways that bring credence to police service. The manner in which people act will determine how they are perceived. Resource persons who appear on the programme should act in ways that brings credence to the programme, be able to provide

detail information and clarity to topical issues. A good command of issues and the ability to explain in details with facts will help in sustaining the credibility of the programme thereby building trust and public confidence which leads to positive perception.

For public confidence and the image of the service to be maintained, the police administration must take drastic measures to manage actions of police personnel. 80% of respondents indicated that, despite the gains made by police external communication activities in improving public knowledge and enhancing image of the police service, actions by some police personnel could erode such gains. Respondents noted that, *“When police officers mandated to maintain law and order” have themselves become law breakers, there is public mistrust*”. Some negative acts undertaken by some police officers include *“taking bribes from motorists, demanding for money before bail is granted, holding suspects beyond the 48 hours period”* erodes gains made by external communications activities.

Respondents indicated that, for the police service to maintain public confidence and uphold its image, *“the police administration must sanction police officers who misconduct themselves by instituting stiffer punishment, as well as naming and shaming them”*. This will serve as a deterrent to other police officers and help boost the image of the service.

5.4 IMPLICATION OF THE STUDY

Police external communication through the flagship anti-crime television programme CrimeFighters TV, has balanced the production of television discussion programme by taking into consideration quality visuals/pictures, sound, graphics, content and presentation. It is indicated that, the attractiveness of the Crimefighter TV programme has significantly influenced viewership, public knowledge on policing and public perception of the police service. The provision of detailed information on policing in simple plain language coupled with good visuals to support and provision of safety –tips has made the CrimeFighters TV programme very attractive. The effectiveness of the information provided and responses to issues on the programme is determined by number of audience whose knowledge on policing has improved. To some respondents external communication of the police has changed over the period and also affected viewers by education them and also building confidence in the police service.

It is quite clear that, an effective television programme which provides detailed and accurate information has a lot of implication on audience. This study again made it clear that good audio/visuals coupled with good content can significantly affect viewership.

The study has again paved way for future research to be conducted in this arena. Several windows are available for future research.

Future research can take a positivist approach where hypothesis can be formulated and tested on selected television programmes to confirm or disconfirm the findings of the study arena.

On the part of businesses or organizations, the study has highlighted what attracts viewers and it is incumbent on these organizations to transact or use television programmes that have audience appeal so as to get value for money.

5.5 RECOMMENDATIONS

From the analysis as well as discussions, the study recommends the following.

From the responses most of the people liked the CrimeFighters TV programme because good content-of provision of detail and factual information as well as clarity of responses and therefore it is recommended that the Ghana Police Service together with producers of the programme will focus on improving content as well as responses on the programme so as to attract more viewers.

Again from the analysis, most people liked the quality or visuals as well as the sound quality and therefore recommended that, emphasis be placed on maintaining good quality visuals and sound in other to attract more viewers.

From the discussion most respondents like the credibility of resource persons who appear on the programme. Respondents claim that resource persons who appear on the programme act in responsible manner which give credence to the programme, build trust and enhance image of the police service therefore recommended that, The Police Administration must ensure that, resource persons continue to act in ways that bring credence to the programme and police in general.

Again from the discussion, respondents noted that, public confidence and image has been enhanced by way external communication as a result of the CrimeFighters TV programme. About 80 per cent of respondents cautioned that, despite the gains made by police external communication activities in improving public knowledge and enhancing image actions by some police personnel could erodes such gains therefore recommended that the police administration must sanction police officers who misconduct themselves by instituting stiffer punishment, as well as naming and shaming them.

5.6 CONCLUSION

The police are mandated by the 1992 Constitution of Ghana, article 200 “to maintain law and order” as well as “protect life and property”. Police officers are guided by a variety of national and international codes and provisions such as: Universal Declaration of Human Rights, United Nations Human Rights Standards and Practice for the Police, the Ghana Police Service Code of Conduct for Police Officers and others.

However, some actions by police officers infringe on the right of citizens. Police officers in the performance of duty blatantly violate citizens’ rights. They sometimes physically abuse suspects, extort money, act unruly towards people, prefer false charges and at times deny suspects of the right to bail..

To create a favourable working relationship with members of the public and also a good corporate image for the police service, the Public Affairs Directorate of the Ghana partnered with a private media firm to produce the flagship anti-crime TV programme CrimeFighters TV to educate members of the public on policing and also provide clarity to pertinent issue on security.

The CrimeFighters TV programme is breaking new grounds with regard to informative and educative television programming. Police resource persons appropriately respond to issues on security bothering the minds of people by providing detail, accurate and factual answers in the simplest form. This strategic way of communicating have attracted large audience resulting in the increase in knowledge of viewers and the enhancement of corporate image.

Good visuals and sound visuals, trustworthy, information, motivate, quality, viewing, precision credible and perfection, placement represent concepts rooted in the television programme. These concepts can be incorporated into the design and production of programmes in the near future.

REFERENCES

- Alemik, E. E. O. & Chukwuma, I. C. (2000). *Police-Community Violence In Nigeria*. Lagos: Centre for Law Enforcement Education (CLEEN).
- Amnesty International, (2009). *10 Basic Human Rights Standards for Law Enforcement Officials*. London: 1 Easten Street, WC1X0DW.
- Aning, E. (2004). *An historical overview of the Ghana Police Service*. In: Kariakri, K. (Ed.), *The Face and Phases of the Ghana Police*. Accra: Media Foundation for West Africa.
- Babbie, E.R. (2006). *The Practice of Social Research, (11th Edition)*. Wadsworth.
- Bennett, W. & Hess, K. (1996). *Management and Supervision in Law Enforcement (2nd Ed.)*. Minneapolis, St. Paul: West Publishing Company.
- Barnett, M. L. & Pollock, T.G, (2012). *Building and Maintaining a Strong Corporate Reputation: A Broad Look at a Core Issue*, The European Financial Review.
- Bertalanffy, L. V. (1968). *General systems theory: Foundations, development, applications*. New York: Braziller.
- Bertalanffy, L. V. (1975). *General system theory*. In B. D. Ruben & J. Y. Kim (Eds.), *General systems theory and human communication*. Rachele Park, NJ: Hayden Books.

Cornelisen, J., 2011. *Corporate Communications: A Guide to Theory and Practice*, London: Sage. Third Edition.

Commission on Human Rights and Administrative Justice (CHRAJ), (2002/2003). *CHRAJ Report*.

Commonwealth Human Rights Initiative, (2007). *Police Accountability in Ghana*.

Community Policing Consortium, (1994). *Understanding Community Policing*. Washington, USA.

Danish Institute for Human Rights, (2002). *Police and Human Rights Manual for Police Training*.

Decker, S. H. & Wagner, A. E. (1982). *Race and citizen complaints against the police: an analysis of their interaction*. In Green, J. (Ed). *The Police and the Public*. Beverly Hills: Sage.

Dozier, et al. (1995). *Manager's guide to excellence in public relations and communication management*. Mahwah, NJ: Lawrence Erlbaum.

Ford, D. H., & Lerner, R. M. (1992). *Developmental systems theory: An integrative approach*. Newbury Park, CA: Sage.

Ghana Police Service, (2004). *Police Conduct Regulations*.

Government of Ghana, (1992). *The 1992 Constitution of Ghanaian*.

Grunig, J. E. (ed.) (1992). *Excellence in public relations and communication management*. Hillsdale, NJ: Lawrence Erlbaum.

Grunig, et al. (2002). *Excellent public relations and effective organizations: A study of communication management in three countries*. Mahwah, NJ: Lawrence Erlbaum.

Inspector-General of Police, (2010). *Ghana Police Handbook*. Accra: Ghana Police Service.

Kumar, R. (1999). *Research Methodologies*. London: Sage.

Ligun, C. (1999). *Curbing Police Brutality: What Works? A Reanalysis of Citizen Complaints at the Organizational Level*. Michigan, USA: Eastern Michigan University.

Lofca, I. (2002). *Police Misconduct in the United States of America and an Applicable Model for the Turkish National Police*. Texas: University of North Texas.

Melnicoe, W. B. & Mennig, J. C. (1978). *Elements of Police Supervision* (2nd ed.). New York: Macmillan Publishing Company.

Miles, M. B. & Huberman, M. A. (1994) *Qualitative Data Analysis*. Sage Publications, London.

Neild, R. (2007). *Anti-corruption and Police Integrity*. Burlington, Vermont: ARD, Inc.

Organization for Security and Co-operation in Europe (OSCE), (2008). *Guidebook on Democratic Policing*. Vienna, Austria: Office of the Secretary General OSCE Secretariate.

Orton, J. D., & Weick, K. E. (1990). *Loosely coupled systems: A reconceptualization*. *Academy of Management Review*, 15 (2), 203–223.

Phillips, R. A. (2003). *Stakeholder theory and organizational ethics*. San Francisco: Berrett- Koehler Publishers.

Reiss, A. J. Jr. (1971). *The police and the public*. New Haven: Yale University Press.

Schaufeli, W., Euwema, M., & Kop, N. (1999). *Burnout, job stress and violent behaviour among Dutch police officers*. The Netherlands: Utrecht University.

Strauss, A. & Corbin, J. (1998). *Basics of Qualitative Research: Techniques and Procedure for developing grounded Theory* (2nd ed.). Newbury, California: Sage Publication.

United Nations, (1948). *Universal Declaration of Human Rights*.

United Nations, (1966). *International Covenant on Civil and Political Rights*.

United Nations, (2004). *Human Rights Standards and Practice for the Police*. New York: United Nations Publication.

Wilden, A. (1980). *System and structure*. New York: Tavistock.

Yin, R. K. (2002). *Case Study: Design and Methods* (3rd ed.). New York: Sage Publication.

Journals and articles

Abdullah, Z, and AbdulAziz, Y., (2011). Managing Corporate Reputation,

Abugri, G.S. & Okine, C.B. (2006). Gory!: Cops in Two Acts of Brutality and Heroism. *Daily Graphic*, p.1.

Anane, M. (2012). *Man Dies In Police Cells*. Daily Guide, p.2.

Bartoo, H. & Sias, P.M. (2004), "*When Enough is Too Much: Communication Apprehension and Employee Information Experiences*", *Communication Quarterly*, Vol. 52 n. 1, pp. 15-26.

Gati, K. (2011). *Woman Dies From Police Beating*. Ghanaian Times, p.1.

Rosenfeld, L.B., Richman, J.M. & May, S.K. (2004), "*Information Adequacy, Job Satisfaction and Organizational Culture in a Dispersed-network Organization*", *Journal of Applied Communication Research*, Vol. 32 n. 1, pp. 28-54.

Monge, P. (1977). *The system perspective as a theoretical basis for the study of human communication*. *Communication Quarterly*, 25, 19–29.

Styles, J. (1987). *The emergence of the police: explaining police reform in eighteenth and nineteenth century England*. *British Journal of Criminology* 27 (1), 15–22.

Stakeholder Relations, and Corporate Social Responsibility: A Southeast Asian Perspective. *Int. Journal of Economics and Management* 5(1): 299 – 318.

Tankebe, J. (2008). *Colonialism, Legitimation and Policing in Ghana*. *International Journal of Law, Crime and Justice* 36(1): 67 – 80.

Tankebe, J. (2010). *Public Confidence in the Police-Testing the Effects of Public Experiences of Police Corruption in Ghana*. *British Journal of Criminology* 50 (2): 296- 319.

Wilks, I. (1966). *Aspects of Bureaucratization in Ashanti in the Nineteenth Century*. *Journal of African History* 7 (2), 215–232.

Internet references

Amonoo-Monney Report, (2006). *Report of Committee on Dansoman and Kotobabi Shooting Incidents*. Retrieved on June 26, 2007 http://www.ghana.gov.gh/dexadd/dansoman_kotobai_comttee.pdf.

Bureau of Democracy, *Human Rights and Labour*, (2009). *2008 Country Reports on Human Rights Practices*. Retrieved August 24, 2011. <http://www.state.gov/g/drl/rls/hrrpt/2008/index.htm>.

Bureau of Democracy, *Human Rights and Labour*, (2011). 2010 Country Reports on Human Rights Practices. Retrieved August 25, 2011.

<http://www.state.gov/g/drl/rls/hrrpt/2010/index.htm>.

Gandhi, A., (2016). Importance of External Communications

<http://onyxhealth.com/importance-external-communications/>

SECTION B

1. What is your favourite anti –crime television programme?
2. Why is it your favourite anti-crime television programme?
3. What do you notice when you watch CrimeFighters TV programme?
4. What attract you to watch the CrimeFighters TV programme?
5. Does the programme address issues that concerns you or issues you want address?
6. In your opinion, are police spokespersons able to address issues raised on the programme appropriately?
7. To what extent are you influenced by responses given on the programme?
8. Have your knowledge on police issues improved after you begun watching the programme?
9. Do you think external communications on the programme have helped in enhancing the image of the police service?
10. What will you want to see changed about external communications of the Ghana Police Service?
11. What are your recommendations to the Ghana Police Service?

Thank you.