

**ASSESSMENT OF THE CORPORATE IMAGE OF THE NIGERIA POLICE FORCE
AFTER THE 2020 ENDSARS PROTEST**

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CHAPTER ONE

INTRODUCTION

All known human societies have a system of rules and a machinery for ensuring compliance. These machinery is known as the government. In every society, the government exists solely to protect the lives of her citizens and their properties through a social contract. Through this highly contractual relationship, people surrender their inalienable rights to the government to establish order and stability. This have led to the development of a police system to protect tranquility and sanity in the political clime. In Nigeria, the Nigeria police force (NPF) exists to maintain laws and orders. The integration of Northern and Southern Nigeria in 1914 foreshadowed the creation of the current Nigerian National Police on April 1, 1930, headquartered in Lagos (Oluwasola, 2016).

Historically, the Nigeria police was founded during colonial rule (indirect rule) to perform tasks such as preventing and investigating crime, arresting criminals, responding to citizens' emergency calls, and enforcing the law. However, Alemika (2010) stated that it is very worrisome that the police cannot respond to the country's security challenges due to certain structural constraints. As a result of this inadequacy, many high-ranking officials have sought different strategies to revive the reputation of the force from individuals seeking to corrupt the armed force. For instance, the Public Relations department of the NPF was set up by late Cam Salem (1966 - 1975), former IG of the National Police Agency, to protect the image of the police force and maintain it's good reputation.

Oluwasola (2016, p.20) noted that “in spite of the creation of Police public relations offices, it was still being practiced by non-professionals because the Nigeria Police Force classifies public relations as a general duty function, and it is subsumed under the administration department. On this basis, public relations have had less effect on police activities in Nigeria. It therefore becomes important to develop professional methods of dealing with crisis that has tarnished the image of the Nigerian police. According to Ferguson, Wallace and Chandler (2012, p. 1), “When an organization faces a crisis, PR professionals, as communication professionals, must play an important role in minimizing damage and maintaining the trust of the parties interested.

organization like this.”

Briefly, in Ali (2004, p. 200). 227) As it is said: “It is the professional duty of public relations personnel to periodically critically evaluate the actions, feelings and attitudes of the publics toward their organization and to compare them with the activities and activities of their organization. Keegan, Moriarty, Duncan (1992) referred to PR as an activity that promotes image building, goodwill and understanding between an organization and its public. Hence, it can be deduced that Public relations is a managerial function. This includes providing advise to management and other units in the decision making process, practices and communications, with ethical responsibilities of the company in view.

Going further, the Special Anti-Robbery Squad (SARS) was formed to fight crime. The Special Robbery Squad (SARS) of the Nigeria Police Force (SARS) was established in 1992 as a division under the Criminal Investigation and Intelligence Division of the Nigeria Police Force (NPF) and is responsible for arrest, detention and investigation, as well as Prosecution of those

involved in anti social activities that disrupts harmony in the state. Despite its role in preserving the peace and security challenges in Nigeria, SARS have often received criticism on its methodology. They have been accused and fingered of using extreme measures such inhumane torture, wrong use of firearms, extrajudicial killings, rape, illegal arrest and detention, bribery, unlawful stop and searches. Notably, this issues raised have placed a question mark on the effectiveness of government policy, particularly the Anti-Torture Act of 2017, which kicks against the use of force and physucal torture by law enforcers. In 2017, Nigerians launched the endSARS movement on social media in the wake of gross human rights abuses and extrajudicial killings by the Special Anti-Robbery Squad. The social media movement rose to prominence in 2020 after a video was released of an unarmed young man killed by a police officer believed to be a member of a SARS unit. Consequently, thousands of Nigerians took to the streets to express their displeasure with the Special Anti-Robbery Task Force. In terms of public attitudes and negative perceptions towards the police, this study therefore seeks to examine the corporate image of the police following the 2020 end SARS protests.

1.2 Statement of the Problem

The Nigerian Police Force has developed a very negative image in the mind of Nigerians, which has been a major issue of concern to the agency. In fact, over time, the public has become increasingly aware of harassment, warrantless searches, and corrupt activities perpetuated by some police officers. This actions have led to distrust and hatred towards the police. Based on this, the public image of the Nigerian police has become negative. Previous research has shown that the corporate image of the Nigerian police is negative. For example, on police brutality and extrajudicial killings, Alozie (2019) noted that the inhumane, negative and inadequate attitude of the police towards civil cases have made the police the worst public institution in Nigeria.

According to him, “many people in Nigeria have come to the conclusion that the police are not only bad but corrupt and indifferent to the work and feelings of ordinary citizens who are supposed to be protesting against their interests”. An instructor and head of the Department of Criminal Justice at the Mississippi Valley State University and a former officer in charge of training at the Nigerian Army Military Police Academy, Saliba Mukoro assessed the performance of the Nigerian police force. He said that “while there are good men and women of honour in the Nigeria Police, the bad eggs in the police amongst the officers and the rank and file have given the police a bad name when it comes to corruption. It is now common knowledge amongst Nigerians that corruption in the Nigeria police is pervasive and systematic. Many officers are deeply involved.” (Cited in Barnabas, 2012, p. 176)

The problem of police corruption in Nigeria has even drawn the attention of some members of the international community. For example, according to a report from the US government in 2012, corruption and incompetence hamper the ability of the Nigerian police to respond to security and terrorist threats. In addition, a 2011 Human Rights Watch report also explained that the Nigerian police force is "disorganized" and "regularly engaged in human rights abuses, including extrajudicial killings, torture, arbitrary arrests, and extortion." All of this shows that the image of the Nigerian Police both locally and internationally is bad.

For example, the end SARS protests began with public outrage for the dismantling of the Nigerian Special Anti-Robbery Squad (SARS), a Nigerian police force unit notorious for violence and human rights abuses. The protest was first initiated in 2017 to expose people to allegations of abuse and exploitation by officers of SARS. Despite governments announcing structural reforms to combat SARS, human rights abuses and exploitation continue. Social media went agog in October 2020, with reports that SARS operatives shot and killed an unarmed man

in Ughelli, Delta State for no reason. Nigerian police denied the allegations that there was any shooting during the incident. However, this was not enough to stop the people outrage as more footage of the police shooting emerged on social media. The protests turned into full-blown protests as protests broke out in various parts of Nigeria demandin the Special Robbery Squad be disbanded. From this unfortunate event in the history of the Nigeria Police Force, the study tends to identify with various parameters the influence of this historical event on the attitude and perceptions of the public especially youth on the outfit. Could it be safely noted that the axiom “The police is your friend” is true or still holds water, given this incident? The study, therefore, seeks to analyze the current status quo of the public perceptions of the image of the police following the influence of the EndSARS protest.

1.3. Objectives of the study

This study seeks to:

1. Ascertain the public perception of the corporate image of the Nigeria Police Force before
EndSARS protest.
Identify acts by the Nigeria Police Force that affected their corporate image during
EndSARS protest
2. Examine the effect of the 2020 EndSARS protest on the corporate image of the Nigeria
Police Force.
3. Establish the relationship between the existing corporate image of the Nigeria Police
Force and the 2020 EndSARS protest.

1.4. Research question

This study was guided by the following research questions.

- 1) What is the perception of the public about the corporate image of the Nigerian Police Force before the 2020 EndSARS protest?
- 2) What acts by the Nigeria Police Force affected their corporate image during the 2020 EndSARS protest?
- 3) What is the effect of the 2020 EndSARS protest on the corporate image of the Nigeria Police Force?
- 4) What is the relationship between the existing corporate image of the Nigeria Police Force and the 2020 EndSARS protest?

1.5. Significance of the Study

The purpose of this study is to strengthen and increase knowledge in this area by assessing the impact of the 2020 ENDSARS protests on the identity of the Nigerian Police. Futhermore, this study will not only serve as a learning paradigm in reputation management and image building, but also improve practitioners' knowledge and organizational skills, in communication, events planning and participation. Also, this study provides important and useful insights into how the public perceives the Nigerian Police. This is very important for the police and will help increase public awareness of the police and the accountability of the public and the police to the public. In addition, this study addresses the lack of relevant data in the field of public relations.

Scope of the study

This study seeks to examine the corporate image of the Nigerian Police following the ENDSARS

2020 protests. The focus is mainly on three main angles: the public, the ENDSARS protests and the how of the Nigerian Police is viewed. In addition, this study was limited to the general population in Benin City, Nigeria to allow for a focused and unbiased analysis of the findings.

Limitations of the study

The researcher during this study encountered a few limitations that posed challenges to the completion of this study. Foremost was the reluctance on the part of the respondents to fill copies of the questionnaire while administering them. Some of the respondents seem unconvinced of the researcher's aim, and they were skeptical about completing the questionnaire. But upon due explanation that it is for academic research purposes, some agreed to respond to the questionnaire. Another issue was the prolonged strike imposed by the Academic Staff Union of Universities (ASUU) which delayed and prolonged the duration meant for the completion of this study, and which somewhat affected the research process. The limited time frame required to turn in this work was also a limiting factor. However, these did not in any way affect the overall credibility of the work as the researcher was able to improvise.

Operational Definition of the term

Assesment: A judgment of the quantity, value, quality, or importance of something.

Image: This refers to how an organization presents itself both intentionally and unintentionally. Likewise, a company's reputation or recognition often depends on what the company has done or accomplished.

Image Management: The process of assessing and managing the impact of an organization's image on various audiences and the achievement of organizational goals.

Police Force: An official body of people employed by a state to prevent crime and keep public order.

ENDSARS: A civil activity marked with mass protest against police brutality in October, 2020.

POLICING: The act of safeguarding lives and properties, while maintaining tranquility by police.

CORRUPTION: The willingness to engage in a dishonest activity for monetary rewards.

COMMUNICATION: It involves communicating or passing out messages to people.

CHAPTER TWO

LITERATURE REVIEW

2.1 Preamble

This chapter provides a critical review of topics, concepts, theories and past researches closely related to the topic under investigation: an assessment of the corporate image of the Nigerian Police Force after endSARS protest.

2.2 Review of Concepts

2.2.1 Protest

According to Lee (2014, p.1), “Protests constitute an important means in contemporary societies through which citizens press their claims and voice their concerns.” This is a statement, usually to object or kick against an action or policy. It involves a display of discontent, against an idea or action. Protest can be seen as a collective activity where different people work together, participate and share costs and potential risks. Protest can occur in various ways, from personal marches to public protests. Protesters can engage in demonstrations to publicly express their ideas in order to change public opinion or legislations, or they can involve themselves directly to bring about the change they deserve. Roberts (2009) noted that where protests are part of a systematic and peaceful nonviolent campaign to achieve a particular objective, and involve the use of pressure as well as persuasion, they go beyond mere protest and may be better described as a type of protest called civil resistance or nonviolent resistance.

2.2.2. Protests in Nigeria

Riots, peaceful demonstrations and conflicts of all kinds have rocked Nigeria since time immemorial. In the past decades, Nigeria has witnessed the insurgence of conflicts and acts of terrorism that many scholars have sometimes regarded as a protest against the inequitable

distribution of resources, corruption, injustice, and gross alienation (Mamokhere, 2020; Power, 2018; Pu & Scanlan, 2012). Before the 2020 #EndSARS protest, major protests in Nigeria have largely been in form of political movements or labour struggles (Akeredolu, 2020). Examples include the previous series of Nigerian Labor Congress (NLC) protests and the 2012 Occupy Nigeria protests. From the 1900s to the present day; protest and mass actions have caused changes in the Nigerian political sphere or resulted to large-scale reactions.

Notably, activism in Nigeria has its roots in the colonial era (Akeredolu, 2020; George, 2020). In other words, activism in Nigeria dates back to pre-colonial times, especially for the Igbo people of Southeastern Nigeria (Alozie, 2020). For instance, women in Nigeria's eastern colonies resisted unacceptable taxes levied by the colonial government. It was from 1925 to 1930. Before the women of the Eastern colonies embarked on mass action, there has not been such a protest in Nigeria. As a result, those who participated in the protest abused and imprisoned. According to Adebowale (2020), many women died on the banks of the Obobo River, very close to Ikot Abbasi in present-day Akwa Ibom State. On December 6, 1929, when the protests began, Aba received the news. It was during the mass action, the protests was described as an "Abbas women's uprising". During this period, protests led by women also swept the East.

In 1946, Olufunmilayo Ransome-Kuti, the chairperson of the Abeokuta Lady's Club, presented a number of demands to Sir Oba Radapo Ademola II of Alake of Egbaland, including the removal of taxes on traders in Abeokuta as well as other issues of concerns surrounding their well-being. What the women demanded for were ignored. Olupunmilayo was arrested and sentenced to jail unless she pays a £3,000 fine. On November 29, 1947, the Abeokuta Lady's Club led a demonstration of ten thousand women against the Alake. They were at the castle for days, protesting, preparing dishes and doing everything near the castle. The colonial government

came under intense pressure to repeal the tax law, and the Alake of Egbaland was removed on
January 3, 1949.

According to Adebowale (2020), the success of the Egba women's uprising was inspired by the teachings of Alimotu Pelewura, a woman involved in the struggle for a better life in Lagos. It was a fight against the taxation of women, most especially small traders Lagos. History has it that the protests was widespread. In all, more than 7,000 women participated in the protest. Their protest was backed by Nigerian nationalist Herbert McCauley, who was highly supported by Alimotu. Alimotu Pelevura's story gave the women direction, hope and a sense of belonging, and their needs were met.

Another notable figure was Pa Michael Imodu, a former labor leader and activist who led one of the biggest labor strikes in Nigerian history. The country was paralyzed for more than four days due to protests. Referring to Imodu, Awa (2019) states that “between 1947 and 1958, he had early successes as the head of several unions including the Federation of Nigerian Trade Unions as 45 of the 57 registered unions were incorporated”. More recently there have been protests against authoritarian regimes and calls for better welfare, basic rights to a dignified life, the right to be heard and access to basic services. These include the SAP riots of 1989 (violent student-led anti-government protests in May-June 1989 in Nigeria) and the infamous Ali Must Go crisis that shook the country. The slogan "Ali must step down" was created during the General Olusegun Obasanjo regime when the meal tickets of students in higher institutions was increased by the Federal Minister of Education, Colonel Ahmadou Ali from 50 Kobo to 1.50 Kobo and then to N2.00. . Adebowale (2020) reported that many students, including Akintunde Ojo, a student in the Department of Architecture, University of Lagos was killed during the protests. Eight students from Zaria Ahmadubello University were also sent to their first grave by the military

during the ensuing fighting. The National president of the Nigerian Students Association, Segun Okeowo led the protest. The June 12 protests that were launched against the Military junta of General Sani Abacha had many murdered as well.

Nigerian youths as well as women have played vital role at different stages of Nigeria political history. In line with this, Alozie (2020) expresses that women also played a role in the activism of colonial era in Nigeria through petitions – and the very famous Aba Women’s Riot of 1929 stands out. The riot which was organised by women was successful, when compared to others in the history of mass actions in Nigeria. From the above, it is safe to say that women have always been involved in protests and played active roles in the 2020 EndSARS – from Aba Women to Funmilayo Rasome-Kuti, and then Aishia Yesufu and DJ Switch, the list is endless of women who are always in the frontline in this regard (Olaoluwa, 2020). Other prominent protesters and protest leaders in Nigeria include Wole Soyinka, Gani Fawehinmi, Ken-Saro Wiwa, Fela Anikulapo Kuti, Chinua Achebe and many others, who have demonstrated the resilience in the people of Nigeria (Okunola, 2020). All youths during their active and productive age have participated in protest for better governance in Nigeria.

2.2.3 The EndSARS Protest in Nigeria

The #Endsars movement began in 2017, as Nigerians shared experiences of police brutality and assault perpetrated by the Special Anti-Robbery Squad via social media calling for SARS dissolution (Soladoye & Ojo, 2020). The manner at which SARs expressed indiscipline was intensified on social media. Nigerians have long been expressing dissatisfaction over how the special squad present themselves to the public. Their attitude towards unarmed civilians showed that they had little or no value for human rights. Demonstrations erupted in Lagos and other

cities, driven by calls from the people many of them young and organizing #EndSARS agenda on social media demanding the Federal Government to eliminate this police unit (Gladstone & Specia, 2020).

Peaceful Demonstration against SARs, began on Twitter in 2017. The "# EndSARS sought to put an end to indiscipline in the police force and human right abuse by officers of the NPF. The # tag later became a popular civil group in Nigeria. At inception, the EndSARS protest was considered a social movement on Twitter with millions of participants at home and abroad. However, the agility of the group was restored in October, after a video showing a police officer believed to be an officer of the SARs unit, shooting an unarmed civilian. This singular act was widely shared online on various social media platforms which later metamorphosed into a live protest all over the street of the country (Kabiru, 2020). This viral clip on social media alleged that officers of the Special Anti-Robbery Squad SARS shot a youth, snatched his car and left the scene with Onlookers trying to save the victim of police abuse. Another social media report noted that officers of SARS officials snatched the young man car, pushed him of the moving vehicle, then shot him. As the video was viewed on social media, other Nigerian youth, particularly millenials and Gen-Z recounted their own personal experience while lamenting on Twitter. This generated into a full blown crisis that shook the foundation of Nigeria. The protest morphed into one of the largest youth-organized protests in the history of Nigeria.

Nigeria was thrown into a state of crisis because of lack of indiscipline in the NPF and negligence of the government. Oyelade (2020) noted that the force turned deaf ears despite a charge from the Former Vice President, Atiku Abubakar condemning any use of force on peaceful protesters. What was tagged a civil movement suddenly intensified into a riot, with properties destroyed and lives lost, after the protest was hijacked by angry citizens, turned

hoodlums. In all of these, the government has not taken responsibility for all the injustice. According to Oyelade (2020, p.1), “they have only been so unfair and unreasonable by charging of the peaceful protesters to court, thereby trampling on their freedom of speech and expression and in the long run democracy in the nation no longer stands.” The government decided to freeze the accounts of celebrities who facilitated the protest. They denied many of them from travelling outside the country by seizing their passports. Basically, these set of people were taken as criminals for fighting for their right in their own country.

Scholars have noted that demonstrations on the streets of Nigeria in October was beyond the need to EndSARs. For example, Agbalajobi (2020) describes the EndSARS protest as “the result of bottled-up anger and frustration over the dehumanizing face of government policies and programs, absence of rule of law, poverty in the land as well as high energy costs and the tough times the young generation of Nigerians are made to go through on a daily basis.”

Demonstrations from the protest reached all spheres of the world. In fact, it was a signal to all countries of Africa to demand for accountability from the government. According to a report by Cable News Network (CNN) in 2020, five commercial hubs: Lagos, Federal Capital Territory (Abuja), Rivers, Oyo and Ogun had a very good turn out during the demonstration and they were described as the center of all protests. One of the drivers behind the protests is the need to end Nigeria's bad governance. The protests brought to light grievances that have been buried for years. The protests was well organized to attract people's attention with food, water and music.

Other options included medical equipment and local personnel providing emergency aid to injured protesters. Amnesty International (2021) estimates that over 70% of Nigeria's population under the age of 30, suffers the most from the government's harsh policies due to lack of public infrastructure and lack of sources of income. This report makes it easier to understand why the

End SARS protests were organized and carried out by young people under 30. Also important to the causative factors of the protest was the unwholesome lifestyle of the political class in the country as several of the public resources move on into the hands of politicians through corrupt practices (Amnesty International, 2021). Indeed, the purpose of EndSARS demonstration was to bring about important social changes leading to good governance, discipline in the police, harmonious coexistence and unity among the people of the country. Protests around the world have become a means through which people can take a stance against unfavourable policies and ideals.

2.2.4 Corporate Image

Image is the reputation or perception of a person, group or corporate body, held by others, often as a result of what they (the corporate body) do or have done (Oparaugo & Salihu, 2019). According to Udeze, Okoro, and Agbo (2010), image is the totality of impressions people have about a company, an individual, or an organization. This explains why it is difficult for security forces to perform functions that rely on the public to provide the information needed to bring down criminal elements in society.

Corporate image can be defined as identity of a company that is in the mind of the public. Image, according to the Oxford Learner's Dictionaries (2021) is the impression that a person, an organization or a product, etc. gives to the public. Image is given so much consideration by managers of organizations because people's opinions about an organization usually inform their disposition toward such organization, its activities and its products (Jolaso & Adefolakan, 2014). That is why Dokunmu (2004) describes image as the picture, reflection or appearance of

someone or something and the impression, perception, feeling or opinion these create in people's mind.

The impressive corporate reputation that gives birth to a healthy image, as a matter of necessity, must adopt the following basic principles posited by Byrnes (1999):

1. A good company profile and a good location are necessary prerequisites for starting a company.
2. Company policies should be clearly stated so that key questions and actions can be expected
3. Open your door to the world of politics, learn about what is happening and describe the problems, perspectives and challenges.
4. Every business function requires a good communication system and the use of appropriate means of communication.

Corporate image refers to how people perceive a company. It is a deduction of what people believe is the true value of a company. Typically, a company identity is meant to appeal to those who form their targets, allowing them to capture consumer attention, build common ground, and build brand equity to drive product sales. Corporate identity is created not only by an organization. Other factors that influence an organization's Identity include the channels of communication, workers union, environmental groups, and other non-governmental organizations. Corporate images are not created by only these types of organizations. Governments, charities, criminal organizations, religious organizations, political organizations and educational institutions all have special profiles, some intentional, some accidental, some autogenic, some exogenous. Building and maintaining a company's image is seen as critical to

attracting, developing and retaining an employer's talent pool. An individual's career decisions (e.g., to look for another job, to seek a promotion) are related to the public's perception of the particular organization.

2.2.5 The Special Anti-Robbery Squad

The Special Anti-Robbery Squad (SARS) is a unit of the Nigerian Police that works to prevent violent crime in Nigeria. There is no doubt that no society is exempt from the criminal element. Therefore, the role of the police in maintaining public order is very important. Agreeing with the fact that no society is crime-free, Ijalana (2018) said that “the dynamic nature of human existence would not allow a crime-free society; criminal investigation and prosecution had become consequential duties for which police personnel are conferred with”. When SARS was formed in 1992, the aim was to reduce the armed robbery that was rampant at the time.. Simeon Danladi Midenda, a superintendent of police at the inception was tasked with the formation of SARS and its mode of operation was secretive in order to ambush robbers (Chow, 2020). Operationally, SARS activities are primarily focused on identifying and arresting armed gangs. SARS was spread across the 36 states of the country and its primary mission was to apprehend, investigate, and prosecute suspected armed robbers, murderers, kidnappers, murderers, and other violent criminals.

Kidnappings and armed robberies have increased across the country over the years and SARS, which is needed to apprehend these criminals, reached a milestone in 2017 after the successful capture of kidnapping kingpin Chukwudi Onwumadike popularly known as "Evans". At that time, Evans was under surveillance by SARS personnel who monitored his communications for five years. They placed an eighty thousand dollars reward for information about him (Odili &

Egobueze, 2021). The menace of insecurity in the north was a major issue of concern. SARS helped most northern states end the growing unrest in their areas. This police unit (SARS) has been useful in the fight against insecurity in the Northern region (Agbakwuru, 2020). In Nigeria, Boko Haram has severely disrupted economic and social activity in Borno State. Despite various attacks and assassinations, SARS has helped the state fight terrorism. According to Governor of Borno state, Prof. Babagana Zulum, SARS has played a role in counter-insurgency operations by using their energy and aggression against Boko Haram and supplemented the efforts of the Nigerian military (Bashir & Omirin, 2020).

In 2017, the #EndSARS symbol became popular on various social media platforms, and the main purpose of creating the symbol was to draw the attention of the Nigerian government to this branch of the Nigerian police, notorious for extrajudicial executions, abuse and extortion of innocent Nigerians. EndSARS began as a largely online movement, trending internationally on social media and gaining the support of figures including the footballer Marcus Rashford and the actor John Boyega (Akinwotu, 2020). The #EndSARS began trending with hundreds of people sharing stories of abuse and assault which made the then Inspector-General of Police announce plans to reorganize the team to prosecute cases of human rights abuses and spearhead a better training program for recruits (Chow, 2020).

Despite pleas and promises from the Nigerian government and top officials of the Police force, the Special Anti-Robbery Squad (SARS) abused Nigerians, abandoning the purpose they were formed to arrest armed robberies and other criminal activities. Vice President Professor Yemi Oshinbajo ordered a review of SARS in August 2018, but allegations of abuse by SARS continued throughout the year (Malumfashi, 2020). On October 3, 2020, a video of a young man being shot and his car stolen by an alleged SARS official went viral on multiple social media

platforms, sparking nationwide protests with the hashtag #EndSARS. Amnesty International has documented at least 82 cases of torture, ill-treatment and extrajudicial killings by SARS agents between January 2017 and May 2020 (Gladstone & Specia, 2020).

It is the duty of the police to protect people's lives and property. When the Special Anti-Robbery Squad (SARS) was created in 1992, its mission was to assist in combating crimes such as armed robbery, kidnapping and car theft. It helped reduce crime in the early days. However, this police department has been accused of corruption and serious human rights violations.

2.3 Review of Related Literature

2.3.1 Image Laundering and Public Relations

Image laundering simply refers to the act of removing embarrassing or unpleasant characteristics or elements from someone or something in order to make them more acceptable. The essence of maintaining the image of any organization is relevant. No organization, including the police, can satisfy the public unless it is deemed worthy of trust and confidence. The organization's credibility lies in the comfort and friendliness it offers to the public. In general, the purpose of an institution like the police is to fulfill its primary responsibility and mission to secure property and protect the lives of citizens. However, it all boils down to favoring the organization's various target publics. Image can be seen therefore as the way any entity is perceived – its dispositions to the outside world in relation to how it relates with relevant publics.

Asemah (2019), however, observed that many people do not consider this aspect of public relations as an area that needs much expertise. This is the rationale for the poor perception held against the Nigerian police force. With this in view, the police unit must be focused on eradicating the negative impression held against them by being more civil in their approach with

the public. By this very act, Goodwill is built. Goodwill is achieved, not because of its existence but as result of sustained efforts, analysis and evaluation of the public view as it relates to the corporate image of the organization.

According to Pearson Education (2012), an organization's reputation and its continued existence can depend on the degree to which its publics support its programme and policies. Maintaining a good relationship with the media is an important aspect of Public Relations, so they form a tactical approach to influence the opinions of others and change their behavior, as well as create new channels and opportunities for sale. However, as long as the PR built relationships with journalists working in areas that intersect with their work in order to spread the news of their clients, sustenance has to do with maintaining an organization's image for continued existence (Alhadid & Qaddomi, 2016).

2.3.2 Public Relations Tools For Building Corporate Image

There are several tools you can use to create your corporate identity. Some of them are:

Press Releases: Part of a company's PR efforts include positive exposure to news writing. Consider how well your story or product might be received, if recipients receive content from an unbiased third party and not written by your organization.

Press Conferences: An organization's Public Relations Officer (PRO) may request for media presence to address issues and clear the air about what the organization represents. Press conferences (press conferences) and press releases (press releases) can be proactive or reactive.

The PRO does not wait for problems to arise that will affect the reputation of the company before addressing reporters. Professionals react reactively when dealing with the media or when the organization already has an identity challenge.

Sponsorship: Organizations can pay for upcoming programs or events, whether televised or not, to promote their image. For instance, sport festivals, competitions and so on..

House Organ: It is a publication that contains knowledge about the company's activities that may be more than a year old or historical or combined (early and recent).

Annual General Meeting: Organizations can choose to hold their AGM at any time of the year. It is usually designed to discuss the organization's prospects and challenges, strengths and weaknesses, and threats and opportunities.

Client Relationship: Organizations sometimes give rewards to people who patronize them. This kicks off usually at the opening or close of the year, or when a significant agreement is made. Calendars, diaries, pens, etc. can become a form of this activity so that you can follow you in the hearts of the public for a long time.

These tools help PR professionals effectively perform their tasks and duties as an image maker without hiccups.

2.3.3 Functions of the Nigeria Police Force

The Police Force is defined as a branch in the executive arm of government responsible for protecting lives and properties, ensuring that everyone obeys the laws of the land, and investigating crimes. Aina (2014) states that the Nigerian Police has an ongoing duty and that the police exercise this duty towards Nigerians and others legally residents in Nigeria. Consequently, police officers must comply with the laws and regulations applicable to their duties in order to promote professionalism in the performance of official duties. Also, Article 214(2)(b) (Amendment) of the Constitution of the Federal Republic of Nigeria, 1999 provides that officers

of the Nigeria Police shall have powers and duties prescribed by law. . Barnabas (2013, p. 8) emphasizes the importance of the police as a vital institution of order and social progress, saying:

The role of the Police in the society therefore positions the Force as a major catalyst in the progress of a nation. Their involvement in the procedural aspects of legal powers gets them obligated to observe the canons of legality through respect for political rights, due process and official accountability. Their observance of citizens' rights contributes to the survival of democracy in civil society. Through their involvement in law enforcement, the Force determines how much the human rights, as enshrined in both the international and municipal laws of each nation is violated or protected.

On the basis that the powers and functions of the Nigerian Police Force are sensitive and delicate, legislation in this area has been strengthened from the outset to at least ensure that the police are adequately protected in the performance of their duties. Adequate laws and regulations have also been enacted to eradicate police tyranny. Although there have been some changes in the functions of the Nigerian Police to reflect social dynamics, their functions have largely remained the same. For example:

The police should be powerful, but not oppressive, they should be efficient but not officious, they should form an impartial force in the body of politics, and yet be subject to a degree of control by people who are not required to be impartial and who are themselves liable to police supervision (Nwakanma & Amugo, 2018, p.85).

Although, several changes have been made to the role of the Police Force to reflect the nation's diversity, their duties have however remained basically the same. For instance, Alozie (2019) noted that the Police Act of 1967, as amended in 1985 (Cap. 41) in addition to other Acts such as the Criminal Code Procedure Act, Public Order Act, Decrees and Codes have at various times provided that the functions of the Nigeria Police Force shall include the following:

- The right to file a claim in any court (Article 19 of the Police Law).
 - Power of arrest (CPC, ch. 43, Police Act, 52:20, 21).
- Power to arrest anyone who refuses police assistance (Section 41 of the Police Act).

- The right to obtain fingerprints and a photograph of the arrested person (Article WW 20:12).
- Powers to arrest, detain and search persons suspected of committing a crime (Article 25 of the Police Law).
- The right to claim, disclose or otherwise deal with property (Article 31 of the Police Law).
- The right to inspect buildings containing contraband goods (Article 24 of the Police Law).
- Penetration (the ability to enter and exit premises, especially when chasing escaped criminals).
 - The right to release bail for persons arrested without a warrant.
 - The right to arrest someone to prevent the commission of a crime.

Powers to authorize and checkmate gatherings (Public Order Law No. 5, 1979: 59).

Similarly, Section 4 of the Police Act (Federal Act of 1990) describes the functions of the Nigeria Police including:

- Civil unrest surveillance and avoidance
 - Arrest criminals
 - Observance of law and order
 - Protect lives and properties
- Comply with all applicable laws and regulations.
- Participate in military duties in or outside Nigeria.

The efficiency and effectiveness of the police in carrying out their functions have continued to attract public attention and outcry. Effectiveness explains the ability of the police to realize set targets and substantially confront their problems (Etzioni, 1964). Similarly, Odekunle (2004) submitted that police effectiveness has to do with her ability to successfully execute its

constitutional duties whereas efficiency measures the extent to which the Force executes its functions with the least or limited input putting into consideration the time, material, personnel, public goodwill among others. In this vein, therefore, an efficient police force is measured by its ability to significantly achieve its goals with minimum efforts, that is, fewer men, lesser materials and minimal expeditions (Skogan, 1976).

The duty of the police force in the society indicates how the public perceive the government that the police represents. The following impressions are drawn about the police force and the government that it represents:

- Police are government officials trained to detect, prevent or oppose crime and normal law enforcement procedures.
- Demonstrating high values and regard for the rule of law in problem solving depends on citizens' perceptions of justice, fairness, justice and general trust, as well as citizens' trust and respect for the law. In the Nigerian legal system, the police have the legal authority to combat criminal activity through routine joint surveillance and patrolling
- The opinion of the citizens on the government will have so much to do with what the people see on the police who they normally have more contact with (Odekunle, 2004).
- The police have the legal authority to combat criminal activity through routine joint observation and patrolling. Crime detection, apprehension of offenders, gathering of evidence from investigation, arraignment of suspects at lower and higher courts as well as recovery of stolen property are the police duties that when effectively carried out enhances the trust and confidence of the citizens on the government (Cromwell, 1978).

That aside, since the police has a direct link with members of the society, they need to be aware of what the public requires during conflict. Such periods may include a child or person recovering, saving of lives of drowning victims, saving of lives and property during emergencies, dealing with public nuisance and complaints relating to all manner of breach of public peace, law and order and ensuring harmonious co-existence among the people (Cromwell, 1978). In different scenarios, police officers go beyond their work jurisdiction to restore peace and secure lives, even when it is not within their powers.

2.3.4 Corporate Image of the Nigeria Police Force Before EndSARS Protest

Indeed, the Nigeria Police Force contributes to public order by influencing to some extent the detection and prevention of crime and other constitutional functions in the society. However, due to the bad behavior of some Nigerian policemen, a bad impression and image of the police force has been created. These negative behaviors include:

Endemic corruption in the Nigeria Police Force

Corruption in the Nigerian police is widespread. The country and its people continue to be troubled by various forms of corruption among the Nigerian police force. Despite the efforts of successive Nigerian governments to fight corruption, especially since the restoration of democratic governance in 1999 (and still doing so), the menace of corruption in various sectors of the economy has gone unabated in all sectors of Nigeria.

Merriam-Webster defines corruption as "illicit or illegal attitude, especially on the part of those in authority, such as government officials or the police." Similarly, section 2 of the Corrupt Practices and Related Offenses Act 2000 defines corruption as bribery and fraud affecting morals and integrity. In general, corruption is the abuse of office or power for personal gain. Corruption

is also used to describe the abuse of power for personal gain and the violation of established rules and ethics (Barnabas, 2013). Corruption in the Nigerian Police involves any form of police misconduct that violates professional rules. This includes extorting money from drivers and other suspicious victims, violating standards and anything suspicious. Regarding police corruption in

Nigeria, Barnabas (2013, p. 175) states:

It is widespread and manifest in multi-dimensions, from arrest to detention of a suspect, and receiving reports from complaints. The police are accused of extortion with impunity; at roadblocks, motorists are extorted on a large scale daily; at market places and bus-stops, citizens are forced to pay illegal tolls; even criminals bribe the police force to evade prosecution; and arms are given to criminals for robbery.

Corruption in the Nigerian police force has attracted the attention of the international community.

For example, a January 2012 US government report found that corruption and incompetence hampered the ability of the Nigerian police force to respond to security and terrorist threats along Nigeria's borders. Additionally, a 2011 Human Rights Watch report provided the following

assessment of the Nigerian police:

The NPF has been indicted previously in abuse, corrupt, unwarranted arrest and jungle justice.

Officers usually seek monetary rewards from citizens and even suspects of alleged crime, to evade prosecution. Embezzlement of police funds is rife among senior police officials who also often demand monetary “returns” from money extorted from the public by their subordinates

(Human Rights Watch Report, 2011).

In addition, Parrifer (2008, p. 44) identified the following as the hallmark of corruption in the

Nigeria police force:

- Assist suspects to evade prosecution
- Get money from suspects to process documents.
- Protecting vehicles used in smuggling and selling contraband

- Extorting criminals and the injured at scenes of disasters
 - Collecting bribe to forestall investigation
- Taking bribe to arrest an innocent person who is not in the good books of the one who offered to pay bribe
- Providing arms to criminals to engage in robbery operations and other illicit activities

Saliba Mukoro, a former staff officer at the Nigeria Military Academy stated that:

While there are good men and women of honour in the Nigeria Police, the bad eggs in the police amongst the officers and the rank and file have given the police a bad name when it comes to corruption. It is now a common knowledge amongst Nigerians that corruption in the Nigeria police is pervasive and systematic... Many officers are deeply involved. (Cited in Barnabas, 2012, p. 176)

A few instances of police involvement in corrupt practices have further been identified by

Barnabas (2013, p. 177-178) as noted below:

- A former Nigerian police boss misused \$13 billion worth of public funds.
- Another former police boss allegedly stole about 25 million naira from police stations while collaborating with a police commissioner to influence the police budget.
- In March 1996, five senior police officers, Simeon Adewui and Moshobalae A. Balogun, Titus Afolayan, Musibau Alade and Timothy Gbenga allegedly collaborated with two armed robbery suspects to receive a total of \$287,000 and N200,000.
- In the late 1990s, a chief unmasked those causing mayhem in his neighborhood. Unfortunately, the man was murdered the following day by officers of the armed forces.
- A few officers robbed commuters on the Koji National Highway and burnt the vehicles they were traveling in.
- Two decades ago, over ten officers of the NPF were prosecuted after they took bribe from motorist at the Lagos-Ibadan Expressway

- In September 2003, the Lagos State Police Command announced the dismissal of 32 officers convicted of extorting N18,200.
- Over 256 officers were arrested in 2005 because of bribery and indiscipline.
- 11 police officers from the 120-strong Nigerian contingent of the UN peacekeeping mission in the Congo were repatriated 18 years ago after being accused of abuse and violence in Congo.
- 18 years ago, officers were discharged on charges of conspiracy, robbery and extortion in Kogi.
- In November 2005, seven policemen were arrested during a two-day robbery in Aramoko, Ekiti state.

The above situation is just part of some of the negative incidents by the Nigerian Police. Irrespective of punishment meted on some erring officers, the quagmire had not decreased even till the EndSARS protest. Police chiefs have repeatedly stated that road tolls are illegal on highway, but the warnings have fallen on deaf ears. The directive is poorly enforced as it is rarely implemented. Although clashes and fights between police, bus crews, drivers and other road users are common, obstructions are most common in the South-South and South-East geopolitical regions.

Police Brutality and Extra-Judicial Killings

Human rights abuse by the Nigerian police has caused serious outrage among most Nigerians and the Nigerian police. The nature of police duties under section 4 of the Police Act 1975 is to ensure a harmonious or friendly relationship between the public and the police. The police's often inhumane, passive and inadequate approach to civil affairs has made it the ugliest public institution in Nigeria. Many in Nigeria believe that the police are not only bad but also corrupt

and indifferent to the concerns and feelings of ordinary citizens against whom they are supposed to protect (Alozi, 2019).

Closely associated with police brutality is extra-judicial killings by the Nigerian police. Extra-judicial killing represents the act of depriving a person of his/her life in an unconstitutional manner. Alozie (2019) observed that some innocent Nigerians or suspects (whose cases are yet to be established) such as drivers, bus conductors among others who refuse or were reluctant to bribe the police on their self-made roadblocks or illegal checkpoints have often been sent to their untimely graves by some obnoxious members of the Force on the guise of accidental discharge. This has degenerated into a chaotic and disorderly situation, leading to massive demonstrations, protests and riots between the Nigerian police on the one hand and the public and civil society on the other. Apart from the extrajudicial killing of innocent Nigerians during the Nigerian military regime, same issue is still ongoing under the current democratic dispensation. For example, Comrade Ifeanyi Onuchukwu, Executive Director of Anambra State Human Justice International based in Nnewi, was arrested by the police in 2004 and subjected to extrajudicial killing, as pointed out by human rights activists and some civil society groups. He spoke of a bad experience in the prison police cell. As he said:

I was in the cell around 7:15pm when 20 detainees were brought out and summarily executed. I got their names as; Samuel Odoh, Oforbike Odoh, Chibueze Ugwueke, Ugochukwu Okonkwo, Chizoba Mbaebie, Ifeanyi Nwafunanya, Ugochukwu Anakwe, Ifeanyi Izueke, Ekene Ejike, Chinedu Okoro, Uche Ubaka, Onyeabo Anakwe, Leonard Obasi, Emeka Ofoke, Chibuzo Asouzu they were buried in shallow graves at Agu Awka, very close to Ezu River (Barnabas, 2013, p. 126)

Nigerians have continued to express worry over the rascality and brutality of some members of the Special Anti-Robbery Squad (SARS). Their lack of respect for human rights, especially citizens' right to life, remains a burden. For example, in July 2018, SARS officer in Abuja,

Benjamin Peters, shot and killed Angela (a youth corper) in a moving car. She was supposed to pass out from the compulsory one year scheme the next day (AIT News, 07.05.2018, 20.00). On August 15, 2018, the Acting President, Professor Yemi Osibanjo, reorganized the composition and operation of the Special Anti-Robbery Squad Unit due to the negligence of some SARS operatives.

Police Torture and Unlawful Detention

Torture usually involves minor physical pain inflicted on a suspect by the police in order to obtain information or statements that the suspect is unwilling or unable to provide. Detention, on the other hand, means the lawful arrest of a suspect. In the course of their investigations, the Nigeria police often adopt the following method in the torturing of suspect(s) which often result to the death of the victim(s):

Shooting on the hips, cigarette burns, insertion of broomsticks or pins into the genitals of a male suspect and broken bottles into the vagina of female suspects, beating with horsewhips, electric cables and batons; electric strokes; mock execution, removal of fingernails, denial of food and medication (Barnabas, 2013, p.73).

Similarly, the Human Rights Watch had identified certain forms of torture that the Nigeria police often engage in including the flying of arms and legs of the body, suspension by hands and legs from the ceiling, severe beatings and flogging with metal or wooden objects, spraying of tear gas in the eyes, shooting in the foot or leg, raping female detainees, and using pliers or electric shocks on the penis of small suspects (Human Rights Watch Report 2011).

Arbitrary Arrest by the Nigeria Police Force

Arrest is the lawful detention of a person against his or her will for law enforcement purposes. In this process, the police are seen as serving the state. An arrest could be with or without a warrant

depending on the gravity of the issue at stake (Ogbunweze, 2005). Section 35 (1) of the 1999 constitution of the Federal Republic of Nigeria guarantees citizens personal liberty except on the reasonable suspicion that the individual has committed a criminal offense or has the intention of doing so (Jegade, 1999). In Nigeria, some families and individuals have continued to mourn after the issue of arbitrary arrest by the police was raised, even when no serious cases were established against the victims. At instances of vexation and provocation, the Nigerian police invade streets, parking lots, bus stations, wharves, borders, markets and even neighborhoods under some flimsy pretext and arrest people for no reason. Police often fire tear gas and often shoot bullets to panic and intimidate people. This negative police culture has persisted in Nigeria's Fourth Republic. In a separate incident, on Friday, August 17, 2018, the Nigerian Police in Owerri, Imo State detained, arrested and prosecuted several women who had staged a peaceful protest sponsored by Indigenous Peoples of Biafra (IPOB) asked the whereabouts of IPOB leader Nnamdi Kanu. The allegation against the women identified as female members of IPOB is that their actions have disturbed the public peace. All these issues, among others, have portrayed the Nigerian police in a bad light and created a negative image of them among Nigerians and which was part of the reasons that led to the 2020 endSARS protest. Indeed, the image of the Nigeria Police Force before the 2020endSARS protest has not been a good one, but rather a very bad and negative one.

2.3.5 Public Relations and the Corporate Image of the Nigeria Police Force

Consistent and strategic planning is needed to manage organizational image and plan for public acceptance. Public relations is a set of communication programs used to establish and maintain beneficial relationships between organizations and the public. Maintaining and managing the image of the Nigeria Police requires professional treatment to ensure a favorable image in the public eye. According to the British Institute of Public Relations, public relations can be defined

as a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and the public (Black, 1991; Agbanu 2008, p.408).

To ensure proper communication with the public, the Force Public Relations Unit (FPRU) was established to maintain a good reputation and image of the Nigeria Police Force. At the Police Headquarters in Abuja, the Police Public Relations Department acts as the image maker. The commander of this unit is a senior police officer at the level of Deputy Chief of Police at Armed Forces Headquarters and the Deputy Chief of Police commands the unit at National Headquarters. The Nigeria Police Department of Public Relations is responsible for reflecting the image of the police in a positive manner. Mathias (2016) confirms that PR departments publish watch lists, missing persons, stolen vehicles, dark places, safety tips, press briefings, and articles in print and electronic media. This proves that the Nigerian Police Public Relations Department informs the public about activities and events involving Nigerians. Many people believe that the corporate image of the Nigerian Police has been negative for many years. Orzekauskas & Smaiziem (2007) and Oluwasola (2016) propose practical promotional activities to improve the image of the police (1) the background image of the police (2) analyze the internal and external environment (3) determine the desired image (4)) the current image of the police Measure (5) Map the image of the police through surveys (6) Develop plans to eliminate inequalities (7) Program implementation and evaluation. effect. Affirming this, Mathias, (2016) said that the PR unit publishes a list of wanted persons, missing persons, stolen vehicles, dark spots, security tips, press briefings, articles through print and electronic media. This showcases that Public Relations unit of Nigeria Police Force keeps the member of the public on its activities and happenings as it concerns Nigerians.

Although many argue that the corporate image of the Nigeria Police Force over the years has not been a good one. In proffering practical public relation activity that will enhance the image of the police, Orzekauska & Smaziem (2007) in Oluwasola (2016) listed several public relations strategies including: (1) Backgrounding police image (2) Analyzing internal & external environment (3) Determine desirable image for the police (4) Measuring present image of the police (5) Identifying police image through research (6) Preparing a plan for reducing gaps (7) Implementing program and evaluating its impact. The public relations strategies listed can be beneficial when carefully researched and implemented by experienced public relations professionals in the various structures of the Nigeria Police Force.

2.4 Review of Empirical Studies

Concerning the corporate image of the Nigeria Police Force, other studies have been conducted with the aim of examining the kind of image that the Nigeria Police Force has and its impact on the public and the police force itself; as well as how to use public relations to help reposition the image.

Omolola Oluwasola (2016) carried out a study titled *An Assessment of Public Relations as a Tool for Repositioning the Image of the Nigerian Police Force, a Study of Lagos Command* which deals with evaluating how public relations can be a useful tool to reposition the image of the Nigerian Police Force with a special focus on the Lagos State police command. The three main objectives of the study were: (a) to determine the extent to which corruption has damaged the image of the Nigerian Police Force; (b) To determine the extent to which the Public Relations Department of the Nigeria Police Force has tarnished the image of the Nigeria Police Force. (NPRD) can address the bad image of the police force and (c) determine the impact of recent image management strategies involving the firing of three corrupt police officers on the public's

perception of the police. The theoretical framework was based on the public relations transfer process model and the two-way symmetrical model. The researchers used a survey methodology in which 200 questionnaires were distributed to two study groups. Data were collected from police officers of the Lagos Command, representatives of the Nigerian community, two crime journalists, the Lagos Command Police Public Relations Adjutant and two public relations consultants. Analysis was performed using a variety of analytic methods to determine the relationship between the study variables. The findings revealed that the Nigerian public's negative perception of the police force is largely attributed to corrupt practices, attacks on citizens, underfunding, lack of commitment, unprofessional police behavior and other institutional weaknesses. The findings indicate that while the achievements of the Nigerian Police Public Relations Department (NPPRD) are beginning to enter the public consciousness, the current media relations practices still need to be addressed. Therefore, a concerted effort is still needed to eradicate the negative image of the police once and for all. With adequate funding from the necessary institutions, these efforts will be more successful than ever. Based on the findings, the researchers recommended that future staff members assigned to the NPPRD should be certified public relations officers. The discriminatory media relations practices of the PPRO and the Lagos team must also be addressed immediately. Oluwasola's research is related to this study as both articles focus on the corporate image of the Nigerian Police. Therefore, studies explore similar approaches to achieve similar goals. However, Oluwasola's study, which was conducted prior to the 2020 EndSARS protests, underestimated the relationship between the 2020 EndSARS protests and the corporate image of the Nigerian Police. This study aims to fill this gap.

Ignatius Hua Nyam (2020) also conducted a study titled “A Critical Analysis of Public Perceptions of the Police in Nigeria”. The purpose of this study was to critically analyze the public perception of the Nigerian Police in the context of procedural justice. The research uses a three-step research method of conceptual research, narrative research and experimental research. At the conceptual stage, the main research question was how the public perceives the Nigerian Police. Using justice, legality, and justice as parameters, it was concluded that people distinguish right from wrong based on established rules and norms that govern their personal relationship with the police. In addition, the study uses a survey method as a means of data collection and a questionnaire survey is used as a method. A total of 216 respondents participated in the survey, including 165 men and 51 women. Data were analyzed using Likert scales. The results of the survey revealed a lack of public confidence in the Nigerian Police Force, which was perceived by the public as law-abiding and not in line with international best practices. The findings also revealed that the public perceives the police as underperforming and has a negative perception of the nature of security and policing in Nigeria. Three hypotheses use demographic characteristics (gender, literacy, and race) to predict differences in Nigerian public perceptions of the police. While gender and literacy do not seem to affect public perception of the Nigerian police, the racial results show significant differences in public perception of the Nigerian police. Recommendations given was hinged on international best practice and procedural justice expected in policing, and with the police, both voluntary and involuntary, improve the quality of policing, the image of the police and promote good relations and joint efforts among police officers in combating crime in Nigeria.

The aforementioned studies generally limit their investigation to these locations and do not include EndSARS protests. However, the purpose of the current study is to assess the corporate image of the Nigerian Police following the EndSARS protests.

2.5 Theoretical Framework

2.5.1 Public Relations Transfer Process Model

The public relations transfer process model was propounded by Frank Jefkins in 1988. According to Nweke (2001, p.53), the model is an antidote against some negative developments in organizations. Jefkins (1988) cited in Nweke (2001) explains that when the negative situation is converted into positive achievements through knowledge, the result predictably is the primary objective of public relations practice– understanding. The model describes how practitioners use PR tools and tactics to transform an organization's target audience from hostility to empathy, prejudice to acceptance, foster apathetic interest, and empower them, and communicate effectively to gain knowledge where ignorance exists.

The above implies that organizations can mitigate crises by using Jeffkins' PR preprocessing model to gain public favor. With the help of communication, PR practitioners can transform the four negative attitudes of society into four positive attitudes: knowledge and ignorance, hatred and sympathy, indifference and acceptance, indifference and curiosity. Since people cannot achieve perfection, but people always strive for it, the public relations transfer process model was considered appropriate for this study. From this premise, organizations experience audience hostility, indifference, and prejudice, and when organizations experience this, the public relations transfer process model becomes useful and reliable. In order to improve the image of the Nigerian Police, public relations practitioners can use this public relations theory to achieve a

good image. The Nigerian Police, primarily an institution for the protection of life and property, could use this theory to project him as socially responsible.

2.5.2 Two-Way Symmetrical Model

The two-way symmetrical PR model is considered the most modern and ethical in PR practice.

The model focuses on dialogue that creates and maintains mutually beneficial relationships between the organization and its publics. According to proponent Grunig and Hunt (1984), the model emphasizes a two-way process of information dissemination between an organization and its key stakeholders. In other words, there is a two-way balancing communication process; which is transferred from the organization to the company in the form of feedback from target customers and society. In turn, the organization takes into account the public's contribution and works, reacts and informs the public about the actions taken. The model demonstrates that the Nigerian Police must be accountable to the public. The NPF have to accept the public, listen to their complaints and find the best way to resolve crisis. Asemah & Edegho (2012) in their research indicated that the media can help a lot in this regard. Using denial tactics during a crisis may not be effective or bear positive long-term results. The organization may pass out as unreliable and not willing to take responsibility for the crisis. The model seeks to promote awareness of the organization while expressing concern for the victims and the level of accountability taken by an organization during crisis. In fact, research has shown that organizational target groups can act as organizational support groups during times of crisis and failure (Ulmer, 2001; Ulmer et al., 2007).

CHAPTER THREE

METHODOLOGY

3.1 Preamble

Methodology in research refers to the methods, procedures, or modalities by which the researcher intends to accomplish the objective of his research project (Agbonifo & Yomere, 1999 p. 106).

Hence, it becomes pertinent that data should be collected and analysed so that valid and reliable conclusions can be drawn. For a substantial, organized, and logical outcome in this research, a systematic research methodology was used.

3.2 Research Design

Based on the nature of this study which seeks to assess the corporate image of the Nigerian Police after the EndSARS protests, the survey research methodology was employed. A survey is the study of people by analyzing their actions, opinions, or attitude. A survey may include all or some of the above and related concepts of population and sampling, respectively. According to Ohaja (2003), "a survey is the study of the characteristics of a sample by asking questions that allow the researcher to make generalizations about a population of interest." Asemah, Gujbawu, Ekharefo and Okpanachi (2012, p.107)

succinctly describe “survey as an empirical study that uses questionnaires or interviews to discover the characteristics of a phenomenon”. This method involves the systematic study of small or large populations to predict some aspect of population behavior.

Furthermore, survey research is a very important data collection method for describing populations that are too large to be observed directly, through careful sampling and the development of valid questionnaires. These allow data to be collected from a group of respondents that can be considered representative of a larger population. Surveys are useful for measuring public opinion, attitudes, and trends that dominate large populations at a given time. The above statement demonstrates that surveys are very useful in social/behavioral science fields and indeed in any field where research revolves around human behavior.

Survey studies are not characterized by deceptions that dominate experimental studies. They have several advantages because they can be used to investigate real-world problems and they also make it possible to analyze people's patterns of behavior where they occur, and not in laboratories or examination rooms under artificial conditions.

3.3 Population of Study

The population of this study is made up of respondents from Benin City, Edo State, Nigeria. According to Edo State Statistical Yearbook (2015) the population of Benin City is 1,304,998.

3.4 Sample Size and Sampling Technique

The sample size for this study was derived using the Taro Yamene formula:

$$n = \frac{1,304,998}{1 + 1,304,998 (0.05)^2}$$

$$n = \frac{1,304,998}{1,304,999 \times 0.0025}$$

$$n = \frac{1,304,998}{3,262.4975}$$

$$n = 400$$

The study adopted the stratified sampling to place the total population in sub groups based on the traits that they share, and then choose the study participants proportionally from the various sub groups. The 400 participants were stratified as contained in the table below:

S/N	Local Government Area	Population	Sample Size
1	Egor	411,081	126
2	Oredo	452,429	139

3	Ikpoba-Okha	441,488	135
	Total	1,304,998	400

$$\text{Egor} = \frac{411,081 \times 400}{1,304,998} = 126$$

$$\text{Oredo} = \frac{452,429 \times 400}{1,304,998} = 139$$

$$\text{Ikpoba-Okha} = \frac{441,488 \times 400}{1,304,998} = 135$$

3.5 Description of Instrument

This study employed the questionnaire as the potent instrument of the survey design in order to elicit desired responses from respondents. The questionnaire was made up of both open-ended and closed-ended questions as well as questions using the Likert scale of measurement. The closed-ended questions presented respondents with varied options on questions bothering around the thrust of this research. This was done to help pattern the responses of respondents, thereby making the findings more emphatic and authentic. The open-ended questions were included in order not to place any limits on the response so that respondents can provide any information they feel is relevant and anything they want the researcher to know. This would give room for the respondents to provide any additional answer that is not available on the list of options. Questions asked using the Likert scale of measurement were included in order to measure how people feel about the issues raised. The questionnaire was subdivided into two sections. Section A contained the demographics of the respondents and Section B comprised the variables used for the study.

3.6 Validity of the Instrument

Validity covers the entire experimental concept and determines if the final results achieved meets all the requirements of a scientific research. Validity helps in determining whether the instrument measures what it's supposed to measure and does what it was designed to do.

To ensure the validity of the instrument, the researcher conducted a thorough validation of the instrument through the assistance of the project supervisor who examined it to ensure that the instrument measures the objective of the research. It was judged to know how valid it was in the collection of primary data for analysis. The suggestions and assessments of the project supervisor were used to rewrite the instrument for clarity. The questions obtained in the questionnaire were deemed valid and reliable as it answers the research questions to a greater level.

3.7 Reliability of Instrument

According to Mehrens and Lehmann (1991) as cited in Asika (2002), reliability is the degree of consistency between two measures of the same thing. As Asika avers, it is the stability and dependability and predictability of a measuring instrument (Asika, 2002). The researcher applied multiple forms (disguised test-retest) which is the mixing up of questions and giving it to the same group twice. The respondents were served the questionnaires twice with two similar questions pertaining to each research question to measure their consistency. The reliability coefficient was calculated using the Pearson's correlation coefficient formula and the result was 0.8 which shows that the relative coefficient is good.

3.8 Method of Data Collection

The data for this project was from both primary and secondary sources. The primary source was through the use of an administered questionnaire. Copies of the questionnaire were self-

administered to the respondents by the researcher with the assurance of treating their responses with utmost confidentiality. The researcher ensured that the participants had an explanatory idea of the study in order to ensure that the answers filled were accurate and of utmost importance to the study conducted. The choice of using the questionnaire is to enable the researcher to have access to many people for the purpose of acquiring data and it also allows for a good measure to enhance the coordination of answers from respondents.

Also, data were collected through secondary source from the Internet, textbooks, journal articles and seminar papers written by certified authors.

3.9 Method of Data Analysis

In this study, data were quantitatively analysed with presentations on tables showing frequencies and percentage.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Preamble

This chapter seeks to analyze and provide a vivid explanation of the data gathered. The analysis and explanation provided are based on the instrument used to collect data for the study. The research instrument, which is the questionnaire is contained in the appendix, while tables were

used to present, analyse and interpret the data collected. Four hundred (400) copies of the questionnaire were distributed to respondents in Benin City, Edo state. All copies of the questionnaire administered were retrieved, representing a return percentage of 100.

4.2 Data Presentation

Table 1: Sex Distribution of Respondents

Variables	Number of Respondents	Percentages
Male	227	57%
Female	173	43%
Total	400	100%

Source: Field Survey, 2023

Table 1 shows the gender distribution of the respondents and it was revealed that there were more males than females in the study. Two hundred and twenty-seven (227) males with a percentage of 57% were involved in the study, while one hundred and seventy-three, representing 43% of the sample size were females. This implies that there were more male participants in the areas where the researcher distributed copies of the questionnaire.

Table 2: Age Distribution of Respondents

Variables	Number of Respondents	Percentages
18-30	214	54%
31-50	165	41%
51 and above	21	5%
Total	400	100

Source: Field Survey, 2023

Table 2 indicates that a large percentage of the age distribution falls within the age range of 18-30 with a percentage of 54%. Furthermore, the chart reveals that from the total number of

sampled respondents, 165 or 41% were within the age range of 31-50 while the remaining 21 or 5% fell under the age bracket of 51 and above. This implies that there were more youth in the area who filled copies of the questionnaire. This is particularly important since the endSARS protest was a protest that was staged majorly by the Nigerian youth.

Table 3: Marital Status of Respondents

Variables	Number of Respondents	Percentages
Singles	257	64%
Married	143	36%
Total	400	100

Source: Field Survey, 2023

Table 3 reveals that 257 accounting for 64% of the total sample size were single, while 143 or 36% of the respondents indicated that they were married. This shows that a large percentage of the study participants are single, this may be as a result of the data obtained in the previous table which indicated that a greater proportion of the study participants are 18 -34 years of age.

Table 4: Educational Qualification of Respondents

Variables	Number of Respondents	Percentages
SSCE	165	41%
OND	59	15%
HND	54	13.5%
B.Sc.	116	29%
Ph.D	6	1.5%
Total	400	100

Source: Field Survey, 2023

In table 4, it was observed that most of the respondents were SSCE holders with 41% of the

total respondents. There were 59 ND holders with a percentage of 15%. Others are HND with 54 respondents or 13.5%, B.Sc. with 116 respondents or 29% and Ph.D with just 6 respondents and resulting in 1.5%. This implies that majority of the respondents are fairly educated and have not attained higher educational degrees.

Table 5: Religion of Respondents

Variables	Number of Respondents	Percentages
Christian	374	93.5%
Muslims	22	5.5%
Others	4	1%
Total	400	100%

Source: Field Survey, 2023

In table 5, it is observed that many of the respondents were Christians with 374, representing 93.5% of the total sampled respondents. This may also be because there are more of Christian residents in Benin City than other religions. 22 respondents, representing 5.5% of the total sampled respondents were Muslims while 4 or 1% is indicated as other religion. This implies that majority of the respondents are people who belong to a religion that are guided by good moral and ethical principles.

4.3 Presentation & Analysis of Psychographic Data Collected

The analysis of the psychographic data obtained from the field survey is described in this section of the chapter.

Table 6: Are you aware of the 2020 endSARS protest?

Variables	Number of Respondents	Percentages
Yes	400	100%
No	0	0%

Total	400	100%
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Source: Field Survey, 2023

Table 6 shows that all 400 respondents are aware of the 2020 endSARS protest. This implies that the respondents are all exposed to the endSARS protest and will be able to provide useful and reliable data needed for the study.

Table 7: Did you participate in the protest?

Variables	Number of Respondents	Percentages
Yes	392	98%
No	8	2%
Total	400	100%

Source: Field Survey, 2023

Table 7 indicates that three hundred and ninety-two (392) respondents participated in the 2020 endSARS protest while 8 respondents, representing 2% of the total sampled respondents did not participate in the protest. This implies that a good number of respondents are very exposed to the protest as they directly participated in it. Thus, their answers will be reliable to a great extent.

Table 8: To what extent were you involved in the protest?

Variables	Number of Respondents	Percentages
To a great extent	277	69%
To a little extent	113	29%
Not sure	10	2%
Total	400	100%

Source: Field Survey, 2023

In rating the extent to which respondents were involved in the protest, table 8 showed that out of the four hundred (400) total sampled respondents, two hundred and seventy-seven (277)

respondents, representing sixty-nine percent (69%) of the respondents participated to a great extent, one hundred and thirteen (113) respondents, representing twenty-nine percent (29%) of the total sampled respondents participated to a little extent in the protest while ten (10) respondents representing 2% of the total sampled respondents were unsure. This implies that a good number of the respondents were greatly involved in the protest and so, their experience will be invaluable in responding to the questionnaire.

Table 9: In your view, what do you think led to the endSARS protest?

Variables	Number of Respondents	Percentages
Violation of human rights by the police	53	13%
Accumulated grievances against the police	344	86%
Not sure	3	1%
Total	400	100%

Source: Field Survey, 2023

In finding out what led to the endSARS protest, it was discovered from Table 9 that the majority of the respondents are of the view that the accumulated grievances against the police led to the protest as 344 or 86% of the total sampled respondents represented this view. 53 or 13% of the respondents are of the view that the violation of human rights by the Nigerian police was what

led to the 2020 endSARS protest, while 1% were unsure. Other reasons given by the respondents include corruption in the Nigeria Police Force, killing of innocent citizens by the Nigerian police and unlawful searching of individuals by members of the Nigerian Police Force. The implication of the results in Table 9 is that the major issue that led to the endSARS protest was the accumulated grievances that the people have had against the police force.

Table 10: The Nigeria Police is your friend.

Variables	Number of Respondents	Percentages
Strongly Agree	6	1.5%
Agree	35	8.75%
Undecided	10	2.5%
Disagree	303	75.75
Strongly Disagree	46	11.5%
Total	400	100%

Source: Field Survey, 2023

Table 10 sought to find out what is the respondents' view about the Nigeria Police Force before the 2020 endSARS protest. The table reveals that majority of the respondents indicated that they disagree with the assertion that the Nigerian police is their friend. This is represented by the responses of 303 respondents representing 75.75% of the total sampled respondents. 46 respondents, representing 11.5% of the total sampled respondents strongly disagree with the assertion, 35 or 8.75% of the respondents agreed with the assertion, 6 or 1.5% strongly agreed with the assertion while the remaining 10 respondents representing 2.5% of the total sampled respondents indicated that they are undecided about it. This implies that many people do not actually believe in the popular police mantra that they are the friend of the people.

Table 11: The Nigerian police have been very effective in maintaining law and order.

Variables	Number of Respondents	Percentages
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Strongly Agree	26	6.5%
Agree	112	28%
Undecided	52	13%
Disagree	199	49.75%
Strongly Disagree	11	2.75%
Total	400	100%

Source: Field Survey, 2023

In finding out whether the Nigerian Police have been very effective in maintaining law and order, the result of the data from table 11 above shows that majority of the respondents disagree with the assertion that the Nigerian police have been very effective in maintaining law and order. This is represented by the responses of 199 respondents representing 49.75% of the total sampled respondents. 11 respondents, representing 2.75% of the total sampled respondents strongly disagree with the assertion, 112 or 28% of the respondents agreed with the assertion, 26 or 6.5% strongly agreed with the assertion while the remaining 52 respondents representing 13% of the total sampled respondents are undecided about it. The implication of the results in table 11 is that many of the respondents do not agree with the idea that the Nigerian police have been very effective in maintaining law and order and do not see the police as truly doing that.

Table 12: The Nigerian police have been very corrupt.

Variables	Number of Respondents	Percentages
Strongly Agree	322	80.5%
Agree	43	10.75%
Undecided	16	4%
Disagree	14	3.5%
Strongly Disagree	5	1.25%
Total	400	100%

Source: Field Survey, 2023

In finding out whether the Nigerian Police have been very corrupt, the result of the data from table 12 above reveals that majority of the respondents strongly agree with the assertion that the Nigerian police have been very corrupt. This is represented by the responses of 322 respondents representing 80.5% of the total sampled respondents. 43 respondents, representing 10.75% of the total sampled respondents agree with the assertion, 14 or 3.5% of the respondents disagreed with the assertion, 5 or 1.25% strongly disagreed with the assertion while the remaining 16 respondents representing 4% of the total sampled respondents are undecided about it. This implies that the police force, in the eyes of the public are seen as corrupt.

Table 13: Does the Nigeria Police Force have a negative image in your eyes?

Variables	Number of Respondents	Percentages
Yes	387	97%
No	13	3%
Total	400	100%

Source: Field Survey, 2023

Table 13 shows that 387 respondents or 97% of the total respondents indicated that the Nigerian police have a negative image in their view while 13 respondents, representing 3% of the total sampled respondents are of the view that the Nigerian police do not have a negative image according to them. This implies that the Nigerian Police Force, in the eyes of many people have been seen to have a very negative image.

Table 14: What acts were carried out by the Nigeria Police Force that affected their corporate image during the 2020 endSARS protest?

Variables	Number of Respondents	Percentages
Police molestation	252	63%
Search without warrant	64	16%
Uncooperative attitude of the police	18	4.5%
Shooting/Killing of unharmed citizens	66	16.5%
Total	400	100%

Source: Field Survey, 2023

In finding out the various acts that were carried out by the Nigerian police that affected their corporate image, table 14 shows that out of the four hundred (400) respondents, two hundred and fifty-two (252) with a percentage of sixty-three (63%) indicated that police molestation was one of the acts. Sixty-four (64) or sixteen percent (16%) selected search without a warrant, eighteen (18) or 4.5% said it was the uncooperative attitude of the police, while sixty-six (66) respondents, with percentage of 16.5% of the respondents said it was the shooting of unharmed citizens. Other acts identified by the respondents include unlawful arrest of peaceful protesters and spraying of tear gases to disrupt the peaceful protest. The implication of the results in Table 14 is that various acts have been carried out by the Nigeria Police Force which affected their corporate image during the endSARS protest which included police molestation, searching people without warrants, shooting and killing of unharmed citizens among others.

Table 15: The 2020 endSARS protest created a huge vacuum in the relationship between the people and the police.

Variables	Number of Respondents	Percentages
Strongly Agree	202	50.5%

Agree	126	31.5%
Undecided	18	4.5%
Disagree	32	8%
Strongly Disagree	22	5.5
Total	400	100%

Source: Field Survey, 2023

Table 15 reveals that majority of the respondents strongly agree with the assertion that the 2020 endSARS protest created a huge vacuum in the relationship between the people and the police. The implies that the 2020 endSARS protest has actually created a tampered with the relationship between the people and the police creating a space.

Table 16: Voiceless and suppressed victims have been given a platform to air their pains and ordeals about the police.

Variables	Number of Respondents	Percentages
Strongly Agree	146	36.5%
Agree	138	34.5%
Undecided	32	8%
Disagree	56	14%
Strongly Disagree	28	7%
Total	400	100%

Source: Field Survey, 2023

In finding out the opinion of the respondents on whether the 2020 endSARS protest has given voiceless and suppressed victims a platform to air their pains and ordeals about the police, data in Table 16 reveals that many of the respondents strongly agree with the assertion that voiceless and suppressed victims have been given a platform to air their pains and ordeals about the police. This is represented by the responses of 146 respondents representing 36.5% of the total sampled respondents. 138 respondents, representing 34.5% of the total sampled respondents agreed with

the assertion, 56 or 14% of the respondents disagreed with the assertion, 28 or 7% strongly disagreed with the assertion while the remaining 32 respondents representing 8% of the total sampled respondents are undecided about it. The response from the respondents implies that the endSARS protest gave voiceless and suppressed victims a platform and the opportunity to air their pains, grievances and ordeals about the police.

Table 17: The EndSARS protest affords journalists the opportunity to correct misgivings in the system and reposition it for better policing service delivery.

Variables	Number of Respondents	Percentages
Strongly Agree	100	25%
Agree	103	25.75%
Undecided	22	5.5%
Disagree	79	19.75%
Strongly Disagree	96	24%
Total	400	100%

Source: Field Survey, 2023

The data presented in Table 17 shows that the majority of the respondents agreed with the assertion that the EndSARS protest affords journalists the opportunity to correct misgivings in the system and reposition it for better policing service delivery. This is represented by the responses of 103 respondents representing 25.75% of the total respondents sampled. 100 respondents, representing 25% of the total sampled respondents strongly agreed with the assertion, 79 or 19.75% of the respondents disagreed with the assertion, 96 or 24% strongly disagreed with the assertion while the remaining 22 respondents representing 5.5% of the total sampled respondents are undecided about it. This implies that the EndSARS protest affords

journalists the opportunity to correct misgivings in the system and reposition it for better policing service delivery.

Table 18: Do you think there is a relationship between the existing corporate image of the Nigeria Police Force and the 2020 endSARS protest?

Variables	Number of Respondents	Percentages
Yes	396	99%
No	4	1%
Total	400	100%

Source: Field Survey, 2023

In table 18, it could be observed that 396 or 99% of the total respondents think that there is a relationship between the existing corporate image of the Nigeria Police Force and the 2020 endSARS protest while 4% representing 1% of the total respondents sampled do not think there is a relationship between the existing corporate image of the Nigeria Police Force and the 2020 endSARS protest. This implies that respondents actually see a relationship between the existing corporate image of the Nigeria Police Force and the 2020 endSARS protest.

Table 19: Do you think that the Nigeria Police Force has made progress in addressing the issues that led to the EndSARS protest?

Variables	Number of Respondents	Percentages
Yes	44	11%
No	236	59%
Not Sure	120	30%
Total	400	100%

Source: Field Survey, 2023

In finding out if the Nigeria Police Force has made progress in addressing the various issues that led to the endSARS protest, Table 19 reveals that the majority of the respondents are of the view

that the Nigeria Police Force has not made any progress in this regard as 236 respondents representing 59% answered “no” to the question. This is followed by 120 respondents, representing 30% of the respondents who were unsure about it while 44 respondents, representing 11% of the total sampled respondents said the police force has made progress in addressing the various issues that led to the 2020 endSARS protest. The implication of the results in Table 19 shows that the police has not made any progress in addressing the issues that led to the EndSARS protest.

Table 20: How did the Nigerian Police Force respond to the EndSARS protest in terms of communication with the public and handling of the situation?

Variables	Number of Respondents	Percentages
Excellent	2	0.5%
Good	6	1.5%
Average	12	3%
Poor	21	5.5%
Very poor	359	89.7%
Total	400	100%

Source: Field Survey, 2023

In assessing the response of the Nigeria Police Force to the endSARS protest in terms of communication with the public and handling of the situation, data in Table 20 shows that 359 respondents representing 89.7% of the total sampled respondents think the response of the Nigeria Police Force was very poor. 21 or 5.5% of the respondents think that the response of the Nigeria Police Force was poor, 12 or 3% believed the response was average, 6 or 1.5% thought the response was good, and 2 or 0.5% were of the opinion that the response was excellent. This

implies that the response of the Nigerian Police Force to the EndSARS protest in terms of communication with the public and handling of the situation was very poor.

Table 21: Due to the endSARS protest, there is a great positive improvement in the activities of the Nigeria Police Force.

Variables	Number of Respondents	Percentages
Strongly Agree	49	12.25%
Agree	44	11%
Undecided	29	7.25%
Disagree	242	60.5%
Strongly Disagree	36	9%
Total	400	100%

Source: Field Survey, 2023

Table 22 indicates that a greater number of participants (60.5%) disagreed that there is a great positive improvement in the activities of the Nigeria Police Force due to the endSARS protest. The implication of the result is that there has been no positive improvement in the activities of the Nigeria Police Force despite the endSARS protest.

4.4 Discussion of Findings/Answers to Research Questions

Research Question 1: *What is the perception of the public about the corporate image of the Nigeria Police Force before the 2020 EndSARS protest?*

The results from the respondent’s opinion of the research suggested that the public has a very bad perception of the Nigeria Police Force before the 2020 EndSARS protest. For instance, Table 14 shows that 97% of the total respondents indicated that the Nigerian police have a negative image in their view while only 3% think that the police do not have a negative image. It is also observed from tables 11 and 12 that majority of the respondents do not agree with the assertion that the Nigerian police is their friend as well as the assertion that the Nigerian police have been

very effective in maintaining law and order. 303 respondents representing 75.75% of the total sampled respondents disagreed with the assertion that the police is their friend while 199 respondents representing 49.75% of the total sampled respondents disagreed with the assertion that the Nigerian police have been very effective in maintaining law and order.

Furthermore, table 13 reveals that many of the respondents strongly agree with the assertion that the Nigerian police have been very corrupt as 322 respondents representing 80.5% of the total sampled respondents indicated this. Finally, table 10 reveals that many of the respondents are of the view that the accumulated grievances that people have against the police was a major thing that led to the 2020 endSARS protest as 344 or 86% of the total sampled respondents represented this view. All of these prove that the perception of the public about the identity image of the NPF

before the commencement of the demonstration was a negative one. Oluwasola (2016) corroborated these findings in that her study revealed that the Nigerian police have experienced public scorn and apathy due to unprofessional conduct, extrajudicial killings, and lack of commitment amongst others. This is also in line with the study of Barnabas (2013) which discovered that the evils perpetrated over the years by some bad eggs in the police force among the officers and the rank and file have given the police a bad name when it comes to corruption.

In addition, the previously mentioned model of the PR process can help restore the good public image of the police. The model shows how promotional tactics can be used to transform crisis into empathy, transform apathy into acceptance, generate interest and connect with an organization's target audience. Effective education where ignorance exists. This implies that the police can adopt the PR model to de-escalate crisis by courting the public. Through effective interaction, PR professionals can transform their audience's four negative attitudes into positive ones: lack of knowledge vs. Knowledge, unacceptance to acceptance, prejudice vs. Acceptance,

and disinterestedness vs. Interest.

Research Question 2: *What acts by the Nigeria Police Force affected their corporate image during the 2020 EndSARS protest?*

Various acts were carried out by the Nigeria Police Force during the 2020 endSARS protest which affected their corporate image. Table 15 will be instructive in answering and analyzing research question 2. Hence, to lend credence to this, it would be observed from the data represented in Table 15 that respondents were asked about the various acts that were carried out by the Nigeria police that affected their corporate image, and the table reveals that out of the 400 respondents, 252 with a percentage of 63% indicated that police molestation was one of the acts. 64 or 16% indicated that search without a warrant was one of the acts, 18 or 4.5% said it was the uncooperative attitude of the police, while 66 respondents, with a percentage of 16.5% of the respondents said it was the shooting of unharmed citizens. Other acts identified by the respondents include unlawful arrests of peaceful protesters, and spraying of tear gases to disrupt the peaceful protest among others. This is in line with the study of Oluwasola (2016) as the study noted that these activities have been prevalent among the Nigerian Police Force in the past which has created a bad image for them. In her study, 75% of the sampled respondents maintained a poor view of police identity. This goes on to infer that these various acts as have been identified by the respondents which were carried out by the Nigeria Police Force during the 2020 endSARS protest also affected their corporate image. Again, the public relations transfer model can yield good results here. This is based on the premise that organizations experience hostility, indifference, and crisis from their audiences, and when they experience them, the public relations process model becomes invaluable. To improve the image management of the Nigerian Police, PR practitioners can use this PR theory to achieve

a good image. The Nigerian Police, primarily an institution that protects life and property, can use this theory to shape its image so that the public accepts it as a social responsibility.

Research Question 3: *What is the effect of the 2020 EndSARS protest on the corporate image of the Nigeria Police Force?*

Tables 16, 17, and 18 answer research question 3. For instance, the data presented in Table 16 shows that many of the respondents strongly agree with the assertion that the 2020 endSARS protest created a huge vacuum in the relationship between the people and the police. This is represented by the responses of 202 respondents representing 50.5% of the total number of respondents. This is one effect that the protest has on the corporate image of the Nigeria Police Force. Furthermore, Table 17 reveals that 146 (36.5%) respondents strongly agree with the assertion that voiceless and suppressed victims have been given a platform to air their pains and ordeals about the police. Concerning this, the study of Winkunle (2020) is germane in that the study revealed that the Public Relations Department of the Nigerian Police Force has not been effective enough in correcting the battered image of the Nigerian Police Force. Finally, table 18 shows that many of the respondents agreed with the assertion that the EndSARS protest affords reporters a chance to right the wrongs in the armed force and reposition it for better policing service delivery. This is represented by the responses of 103 respondents representing 25.75% of the total respondents sampled. All of these were some of the influence on the corporate identity of the NPF. Meanwhile, the two way symmetrical communication model is invaluable here as it posits that the NPF must be accountable to Nigerians. They must provide a means through which the misgivings of the people can be heard and resolved

Research Question 4: *What is the relationship between the existing corporate image of*

the Nigeria Police Force and the 2020 EndSARS protest?

Tables 20, 21, and 22 provide answers to the above research question. For example, table 20 sought to find out if the Nigeria Police Force has made progress in addressing the various issues that led to the endSARS protest, and it reveals that the majority of the respondents are of the view that the Nigeria Police Force has not made any progress in this regard as 236 respondents representing 59% answered “no” to the question. This shows that despite the efforts and agitations of the endSARS protesters, there is no positive change they desired. Also, in assessing the response of the NPF relative to the demonstrations from the protest in terms of communication with the public and handling of the situation, data in Table 21 shows that 359 respondents representing 89.7% of the total sampled respondents think the response of the Nigeria Police Force was very poor.

Finally, a cursory look at Table 22 reveals that a greater number of respondents disagreed with the assertion that there is a great positive improvement in the activities of the Nigeria Police Force even due to the 2020 endSARS protest. This is represented by the responses of 242 respondents representing 60.5% of the total respondents sampled. This shows that despite the endSARS protest and the various agitations by the protesters, no significant improvement by the police force has been noticed.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study was directed at assessing the corporate image of the Nigeria Police Force before and after the endSARS protest, using audience from the population of Benin City as a base for the study. The objectives of the study were to:

1. Ascertain the public perception of the corporate image of the Nigeria Police Force before EndSARS protest.
2. Identify acts by the Nigeria Police Force that affected their corporate image during EndSARS protest.
3. Examine the effect of the 2020 EndSARS protest on the corporate image of the Nigeria Police Force.
4. Establish the relationship between the existing corporate image of the Nigeria Police Force and the 2020 EndSARS protest.

Thus, related works of literature were reviewed with emphasis on some empirical studies relating to this present study as well as the questionnaire administered. Accruing from the findings of this research, it became obvious to state that:

1. The perception of the public about the Nigeria Police Force prior to the 2020 endSARS protest was a negative one as can be evident from the responses. The Nigerian police have always behaved in ways that leave a bad impression in the minds of people concerning them.
2. Findings further revealed that various acts were carried out by the Nigeria Police Force during the 2020 endSARS protest that further affected their corporate image. From the findings, it was discovered that police molestation, search without warrant, uncooperative attitude of the police, and spraying of tear gases to disrupt the peaceful protest among

others were the major acts carried out by the police during the protest that affected their corporate image.

3. Also, part of the effect of the endSARS protests is that it created a huge vacuum in the relationship between the public and the police. It gave a voice to oppressed victims and a platform for them to express their pain and suffering towards the police, and as well as aiding journalists to report issues of police brutality while demanding for better policing.
4. Moreover, findings from this research revealed that there is somewhat of a relationship between the existing corporate image of the Nigeria Police Force and the 2020 EndSARS protest, because, despite the efforts and agitations of the 2020 endSARS protesters, there is no positive change they desired that were carried out by the Nigeria Police Force. Furthermore, study reveals that the response of the Nigeria Police Force relative to the endSARS protest in terms of communication with the public and handling of the situation was very poor. Finally, the study discovered that despite the endSARS protest and the various agitations by the protesters, no significant improvement by the police force has been noticed.

5.2 Conclusion

Public perception of the Nigerian Police has been negative even before the commencement of the End SARS protests in 2020. This poor image of the police force fueled the protests and some of the behavior of the Nigerian police during the protests also contributed to the deterioration of the image of the police. However, as the police code of conduct states, the golden rule of effective policing is the human element. Police public relations officers must view good public relations as an ongoing process that requires succession, motivation, optimal deployment of troops, and constant search for opportunities to build long-term trust. Restoring the image of the police in

practice through public relations principles requires visible policing that includes four key elements: adequate funding, training, addressing institutional weaknesses and changing unprofessional police behavior and attitudes towards Nigerians. When police departments are built through consistent and strategic PR practices, officers can reduce or eliminate the bad image of the police and gain public favor.

5.3 Recommendations

The purpose of this study is undoubtedly to increase knowledge and generate ideas for solving problems. Based on this, we would like to provide evidence to support this research, particularly in relation to achieving greater safety and possible future expansion targets. Therefore, the researchers thought it appropriate to come up with some useful suggestions:

1. To achieve maximum performance and a good police image, officers must be trained in appropriate behavior and communication skills.
2. In order to achieve appreciable success in the fight against image laundering, governments must be prepared to adequately fund the activities of the armed forces, including public relations and other operational activities. As a result, the public relations department of the Nigeria Police Force will be felt in the image restoration effort.
3. Efforts must continue to maintain good police-community relations, because neither can work without the other.
4. The police must encourage the public to participate in crime and the decision-making process. For example, if the police are looking for a criminal, the involvement of civilians can help them catch the criminal quickly.

5. Stringent discipline measures against corrupt employees will help other law enforcers to follow the law as intended.
6. Police should be encouraged to abide by the law and lead exemplary civic lives. This is achieved through strict adherence to international best practice and policing within the framework/context of procedural justice.

5.4 Contributions to Knowledge

This research work has been undertaken with the aim of furthering and adding up knowledge in this branch of public relations by assessing the impact of the 2020 endSARS protest on the image of the Nigerian Police Force. In line with the mandate of public relations, this work has been able to establish the parameters for which the concept of image-making can be better understood. Since the study of Public Relations and the Police Force can be a learning paradigm in image management as well as enhancing the practitioners' knowledge and organizational skill, this study will contribute to helping practitioners improve professional competence, develop communication skills, implement campaign plans, and participate in campaign pathway in preparation for the advancement of good results.

5.5 Suggestions for Further Studies

The researcher suggests that future researchers should beam their searchlight on the following topics:

1. Assessment of the various strategies to restore and enhance the corporate image of the Nigeria Police Force after endSARS protest.
2. An analytical study on the impact of the endSARS protest on the corporate image of the Nigeria Police Force.

3. Newspaper representation of the corporate image of the Nigeria Police Force.

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