Research Paper

Sustaining the Reputation of the Sri Lanka Police: Analysis based on YouTube Content

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Abstract

Managing reputation is essential for any organization and it becomes increasingly challenging in the modern digitalized communication environment. This is no exception to the police department locally and internationally which has been affected due to the increasing transparency generated through social media proliferation. The increasing number of negative comments to the Sri Lanka Police has brought the intense attention of the majority in the Sri Lankan society. Accordingly, the purpose of this paper is to explore how police officers sustain the reputation of the Police department in their public speeches. In conducting this study researchers have analyzed the video content available on YouTube where the police officers' speeches are available for the access of the public. The data was analyzed using the thematic analysis method to uncover the favorable and unfavorable factors that influence the corporate reputation of the Sri Lankan police. As per the findings of the study imbalance legitimacy, gender discrimination, and verbal abuse were uncovered as the factors unfavorably influencing to sustain the corporate reputation of Sri Lankan police, The factors favorably influencing the corporate reputation were recognized as community trust, competent communication, and human connection skills. The findings of this study are important to build the reputation of Sri Lankan police and those are useful in crafting a corporate communications strategy to regain and strengthen the reputation among the public.

Keywords: Communication, Corporate reputation, Police work, Reputation management, Social media

1.Introduction

Proper reputation management is significant for any organization and it does not have an exception to the police service. More importantly, the police are required to create confidence and trust in society (Diphoorn & Van Stapele, 2021). In order to build trust it is necessary to encourage community participation (Jungblut et al., 2022), and also trust is closely linked to the reputation of an organization (Josang et al., 2007).

On the other hand, to any organization whether the profit or nonprofit making the reputation is an immense important. Hence Kelley and Thams, (2019) identified the reputation as perceptions of a firm in the eyes of its stakeholders. Therefore, reputation is one of the most important intangible assets for any organization (Soeryohadi et al., 2021). Corporate reputation has received increasing attention in recent years. Particularly corporate reputation can be identified as an essential intangible asset possessed by a firm, due to its tacit nature. Intangible assets are increasingly essential for value creation for firms due to their valuable, rare, inimitable, non-substitutable nature (Szwajca, 2016). Moreover, focusing on valuing and understanding the intangibles is essential for state-sector organizations, which usually commit a high amount of resources in developing the assets in the state sector through public taxes (Malle & Yehualawork, 2015).

In a report by Chun, (2005) stated the importance of intangible assets has grown quickly to create market entry barriers, foster customer retention, and of course strengthen competitive advantages. Further, it has been stated that in service industries, the assessment of corporate image is challenging mainly because of the intangible nature of services. In the beginning, research on topics related to corporate reputation started with work on corporate image, corporate identity, and corporate personality (Caruana & Chircop, 2000). Between the 1950s and the 1970s, the focus was primarily on the image that external stakeholders held of a firm (Caruana & Chircop, 2000). During the 1970s and early 1980s, strategy moved to center stage and corporate identity and corporate personality became salient. Since the late 1980s, the focus has shifted to corporate reputation, which reflects not only the current image of the firm but also its past behavior as well.

As mentioned by Wijaya (2020) the Police, as the main law enforcement authority in Sri Lanka, assure a society that is free from fear of crimes and violence by its vision statement. Ensuring state security is vital because the threat to the security is, undoubtedly, vulnerability for everything. After independence in 1948, a large number of police stations were established and various functions were added such as the research and development division, and community policing division. The police directly faced all the protests and riots against the government. Currently, the services of the Sri Lanka Police have expanded to various fields including crime prevention and investigation, drug control, traffic control, road safety, providing legal services with clearance reports, and community police work. So far, the number of officers who have died while engaging in the operations is 3070. Nearly 2600 of them lost their lives due to terrorist acts. The number of officers injured in the operation is 1571. Therefore, it could be said that police as one of the agencies in the criminal defense system. As long as wrongdoing in society there will be a great need for a police service.

When looking at Today's Sri Lanka police, faces many difficult challenges above and beyond law enforcement. However, one significant challenge that affects every aspect of a law enforcement agency is the ability to create and maintain a positive public image. The majority of the public expressed their dissatisfaction with the Sri Lanka Police Service (Pilot survey results, 2023). Police organizations show a reluctance to use proper strategies due to various reasons. According to Legerski (2010), Police tend to resist change in general and believe if

crime exists police will be needed. It has further stated utilizing modern marketing techniques can change the public's perception of a police organization as the community will able to share real testimonials. It has some sort of influence over the minds of the organization public (Josang et al., 2007). Also as cited by Orrick and Orrick, (2008) organizations place greater emphasis on recruiting and retaining employees, they should examine their employer's reputation as a lot of job seekers consider a company`s reputation before deciding to apply for a job. Every department has a reputation as a place to work that may be positive or negative. Therefore, corporate reputation management is a crucial component of the police department as a valuable service provider to society.

Table 1. Pilot Study-Youtube Comments Analysis

Youtube Channel	Topic of the content	Total comments	Favorable comments	Unfavourable Comments
News Center	Inmates die by suicide	25	0	20
The Life traveller	Police hit the protestors	32	0	21
Hiru News	Underworld connection shot dead	20	0	14
The Voice Tube	University student Protest	19	0	9
Bharatha Thennakoon	"Bora Diye Maalu Baamu"	253	0	145
SL Police media	Community Police Day	2122	754	14
Ada derana	HND student clash with Police	584	2	325
The News First	Police media spokesman's explanation	381	9	187
VFM Radio	Traffic police officer Vs Women	2457	168	54
Chabee	Hikkaduwa Police	283	0	158

1.1 Purpose of the Study

The police is an executive civil force of a state that is entrusted with the duty of maintaining public order and enforcing regulations for the prevention and detection of crime (Mayes, 2021). Police in the 21st century, not only provide security services rather it delivers many human and social services. Worldwide, police organizations are in general representing the economy and enhancing economic performance through providing security. As cited in Chibuike and Chukwu (2023) paper, Abraham Lincoln in his presidential debates of 1858 asserted that "with public sentiment, nothing can fail, without it, nothing can succeed". Police rely on information provided by the community to identify the crimes and disorders that occur in their neighborhoods and to work with the police to plan solutions to crime and disorder problems (US Department of Justice, 2015). Similarly, community members' willingness to trust the police depends on whether they believe that police actions reflect community values and incorporate the principles of procedural justice and legitimacy. In the wake of recent incidents involving police use of force and other issues, the legitimacy of the police has been questioned in many communities. Therefore, in this changing scenario, to make the police force more effective and efficient, the need for reputation improvement is highly important.

Police reputation could be improved by adopting market orientation approaches. From the viewpoint of Baker and Hyde, (2011) marketing orientation is the process of establishing what the market wants and what factors are influencing the market. For the police, customers consist of mainly the general. A customer orientation highlights the important principle of

being responsive to the needs and expectations of customers which is a compelling concept to embrace. In the globalized world, police would be wise not to take for granted that they will continue to enjoy the confidence and support of their communities and governments and police should guard against losing their relevance. In this context, sustaining the corporate reputation in society is crucial and for which there is a paucity of research available. Therefore, the purpose of this study is to explore the favorable and unfavorable factors that influence on corporate reputation of Sri Lanka Police in their public speeches through social media.

2. Literature Review

This reviews the existing literature on police as a service sector, corporate identity, corporate reputation management, and social theory. Thus, there is the literature that has as its focus the definition of corporate reputation, of other key concepts. Moreover, the literature elaborates on the contribution and value a positive corporate reputation can make to the enhancement of an entity 's economic value.

2.1. Police as a Service Sector

Police are defined as the organized body of persons empowered to maintain order, enforce laws, and make arrests. The primary role of the police is to protect the citizens and their property. They also play an important role in crime prevention. Police are an important pillar of our society (Ratnayake, 2023). The police is the law enforcement agency that is responsible for maintaining law and order in society.

Services directed at people`s minds. Police departments are service organizations (Orrick & Orrick, 2008). The Police is the official service responsible for protecting the people of a country. Hence when it comes to the value of the service, it is not created at the time of exchange between manufacturer and customer but when customers integrate, apply, and use the resources of a particular manufacturer. As per the history related to the formation of Sri Lanka Police, by 1806 the British passed an ordinance for police duties outside the city of Colombo. By 1833 government had begun and a group of 165 officers was on duty to provide services to the population of Colombo which was about 39000 at that time.

From the perspective of the consumer, service workers are a main factor in a service organization's reputation since they are generally the first point of contact in the service encounter (Minkiewicz et al., 2011). Typically, customer service does not directly produce revenue but rather addresses customer requests, questions, and complaints, besides providing answers and solutions (Zeithaml, 2003). Service workers maintain this major role during all of the service delivery process and their characteristics are often used in the communication strategy of service organizations. The performance of service workers can be evaluated according to three key elements such as appearance, competence, and behavior.

More importantly, Davies and Miles, (1998) study revealed reputation management in the service sector businesses should undertake much more effort to position their positioning than in the manufacturing businesses. Further, when providing the services, there is an interaction between customers and employees and this is termed as interactive marketing (Majid, 2020). Traditionally the practices of police are based on authority, application of walking the beat, answering emergency calls, and use of minimum resources. However, police should be aware of society's needs and adjust to the changes in modern society (US Department of Justice, 2015). Particularly, the leadership of the police should align their efforts to improve their communication with multiple stakeholders to develop a progressive environment.

2.2. Social Contract Theory

The social contract theory emphasizes political agreement for social equality held between the public and the state (Mann, 2019). So, there is an actual or hypothetical agreement between society and the government. In fact, man is born with certain rights including liberty, the right to life, etc which the government cannot take away. As mentioned in (James et al., 2019) Indeed, the foundation of modern policing is ensuring public safety. Therefore, a social contract between police and the community grants this authority and it is stated that police would not abuse the public trust. The establishment of Sri Lanka police as an institution of law enforcement is assumed to be based on the tenets of social contract.

When it comes to the Police methods it has traditionally been based on authority, application of walking the beat, answering emergency calls, and use of minimum resource. However, police must be aware of society's needs and adjust to the changes (US Department of Justice, 2015). Top Management of the police should align efforts to improve their communication with various stakeholders.

2.3. Corporate Reputation

Reputation is defined as the total set of individual and collective judgments on the reliability of an institution based on a general set of values, trustworthiness, and competence (Golgeli,2014). Corporate reputation is a perceptual representation of a company's past actions and future prospects that describe the firm's appeal to all of its key constituents. According to Davies and Miles (1998), corporate reputation can be identified as an amalgamation of three facets.
•Personality (What the organization really is)
•Identify (What the organization says about it)
•Image (What people see as the organization)

The theory of strategic management suggests that a positive reputation may create a competitive advantage and influence organization performance (Figure 1).
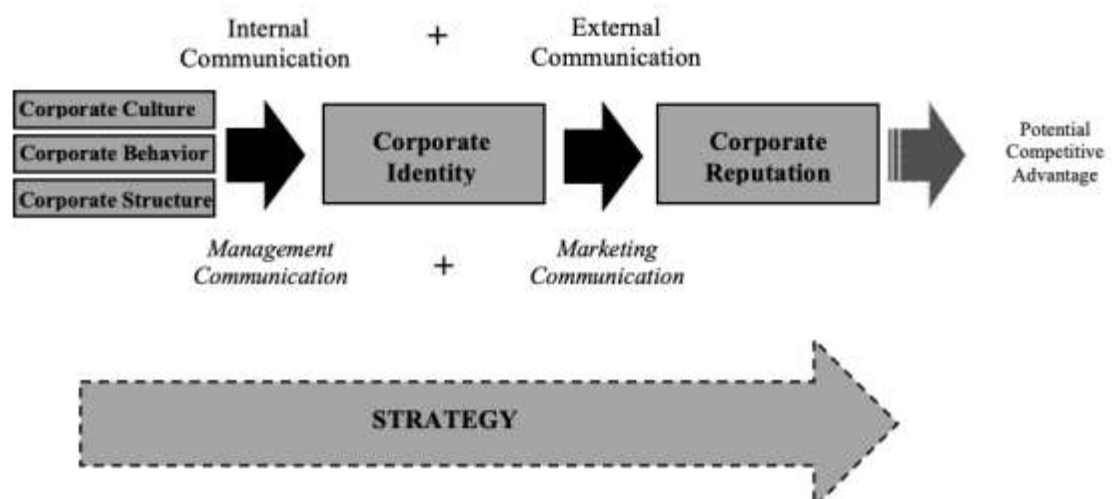

Figure 1. Strategizing Corporate Reputation Management, by Janette and Soffia (2019)

Based on the research carried out by Alsop (2004), companies are required to be active caretakers of their reputation management. It indicated that the chief executive officer must set the tone and ultimately be accountable for reputation. Also, reputation management is a 24/7 job and companies should designate a specific manager or a department to be its primary

guardian. Moreover, Chun (2005) found that reputation is a vital component of a hotel's value and a key measure of performance, functioning as a mechanism that decreases uncertainty for customers and increases marketing effectiveness, customer satisfaction, and customer base. Furthermore, Chun argued that a good brand or reputation stimulates purchases by simplifying decision procedures for customers. In the services marketing literature, a clear link between service quality and corporate reputation was contended (Hadi & Indradewa, 2019).
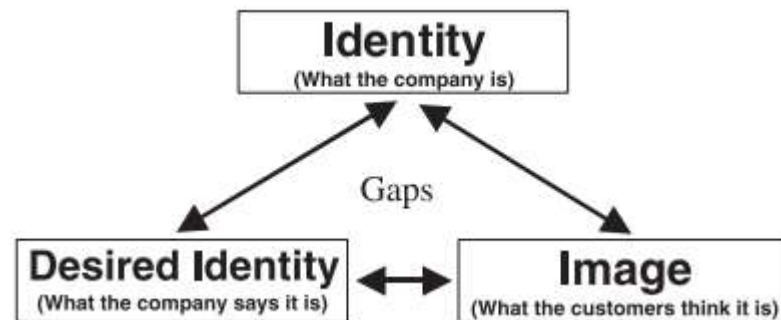

Figure 2. Elements of Corporate Reputation – Davies and Miles (1998)

A paper by Nicolò, (2015) indicates previous experience by the entrepreneur will lead to create the benefits to have a reputation for the new businesses that s(he) start. Further, newly started companies are able to reduce the time needed to build a positive reputation by taking advantage of the brand of their strategic partners, investors, and lenders. Soeryohadi et al. (2021) mentioned that brand reputation plays a significant role in creating brand loyalty. The reputation can be improved by innovating product quality and product services. In addition, the organization also needs to focus on developing brand relationship quality through improving customer trust and customer love towards the brand.

2.4. Factors Affecting to Corporate Reputation and Image

A good reputation will have a good influence on the assessment provided by the customers in relation to the products or services(Hadi & Indradewa, 2019). As a matter of fact, the beginning of corporate reputation is corporate identity, which is internal stakeholders' perceptions about an organization. Quality of customer service, safety of products and services, corporate culture, quality of chief executive officer, diversity of the workforce, environmental responsibility, ethics, and values affect the corporate reputation of an organization(Shamma, 2012).

The study Qoura and Khalifa, (2013) concluded that a hotel`s positive reputation depends on its internal customers more than on any other external factor. It is assumed that internal customers should have a positive influence on reputation if internal problems of communication, transparency, values, and employee treatment are also harmonized. The research found support and significance of employees are strongly related to the hotel`s reputation. That is in the hospitality sector, with a great number of service encounters, highly expected. Furthermore, the study revealed a high degree of satisfaction and employee loyalty is a good prerequisite for the satisfaction of external consumers and other stakeholders and also for good overall business success.

Gul (2014) concluded that reputation has a positive and significant influence on customer loyalty.   Loyalty has a number of elements, the two most important being attitudinal loyalty and behavioral loyalty. When it comes to attitudinal loyalty it states what purpose customers purchase companies' products and hold strong commitment to repurchase, whereas behavioral loyalty refers to the tendency to purchase products from the same brand every time rather than seeking alternatives that come out of habit. Thus, brand managers should take actions to

influence non-users to buy a given brand by circumventing the problems (Bandyopadhyay & Martell, 2007). The key factors hindering brand loyalty are delayed responses, ad customer service experiences, unresolved complaints from previous purchases, and under-delivering on promises.

2.5. Social Media and Corporate Reputation

Social media allows users to instantly generate information with the community. According to Szwajca, (2017) in social media, there are groups of applications based on the ideology and technique of Web 2.0 enabling the creation of content by users. It has further stated social media is an effective tool for building the reputation of the organization. Szwajca, (2017) concluded that due to the features of mass character, interactivity, global range, and availability of social media the need to protect the corporate reputation of the organization is vital.

Moreover, on a daily basis, police organizations should publish information on police websites by outlining the policies, citizen complaints, and others (US Department of Justice, 2015). Hence, the community should have simplified access to this information and ultimately such transparency and accountability would create corporate reputation for the Police.

Zheng et al., (2018) showed that before the proliferation of social media, the dissemination of the public's negative opinions in crisis situations took more time and was spread due to restrictions of time and space. Social media has changed crisis communication from traditionally one-way communication to two-way interaction which enables entities to talk directly to its customers. Furthermore, it has been identified for firms with a high-level cognitive reputation, crisis managers should be aware that such a high cognitive reputation might bring intense secondary crisis communication because the public perceives more morality violations in crisis situations.

As cited in Fiakpui, (2020) social media platforms can make quick communities that possess similar interests and they can make the communication effectively. Fiakpui (2020), recommended, in his research that Ghana police need to use social media to make a positive brand image. From the findings of Jungblut et al. (2022) witnessed social media platforms are an integral part of modern policing. Also, at the organizational level of crisis communication, the messages are well constructed and therefore it has assisted in keeping reputational damages at a minimal level.

3. Methodology

Research methodology refers to an outline of how research is carried out. Since the methodology deals with the overall data collection process, it is considered a blueprint for conducting the research. Thus, research onion developed by Saunders et al. (2019) was used to explain the research methodology in this study.

Accordingly, this research is based on an interpretivism approach where it is underpinned by the belief that social reality is highly subjective (Yin, 2014). Further, an interpretivism paradigm is normally associated with qualitative research methods such as case studies, and ethnography. For this study on evaluating the public speeches of police officers into the corporate reputation, the interpretivism research philosophy has been chosen. Interpretivism research philosophy focuses on the influence that social and cultural factors can have on an individual. Also, in this interpretivism focus is given to people's thoughts and ideas in relation to the socio-cultural background.

Ocejo (2021) further argued this philosophy allows the researcher to participate in the data collection process, including the researcher's opinion and reactions to the research. As per Hyde (2004) research approach allows the researcher to decide on which direction to go, research results to achieve based on the area of the problem statement. In this study, the inductive reasoning approach is used to explore how the police officers sustain the reputation of the Police department.

Data collection for this study is based on YouTube videos and pictures. Indeed, YouTube videos have interactive mechanisms that can collect data on content popularity and the response of the audience (Paek et al., 2010). Based on the research carried out Laurier, (2013) disclosed YouTube is a platform for handbooks and book chapter rebuilding. At the same time, information delivered through YouTube is general and conceptual. Further YouTube provides data on the number of viewers, number of comments, and viewer ratings.

The data collection of this study was conducted using the generic qualitative data analysis method.   Firstly, with the adoption of the data reduction approach, the videos were coded by identifying the significant information. Second, in the sorting stage of the analysis, where the codes were grouped into categories based on the similarities and relationships of the codes. Thirdly, the themes were generated from the categories to address the research question without losing the meaning of the data available in the videos.

4. Findings

As per the analysis, researchers have developed three themes for unfavorable factors and three themes favorable factors related to the corporate reputation of the Sri Lanka Police throughout their public speeches.

Unfavourable factors

Theme 1 Imbalance Legitimacy
According to the videos and pictures, it had shown the trust of the power execution by the police is in a questionable manner. The link between reputation and community loyalty deserves more attention. When it comes to the video footages police believe people are less intelligent and therefore police are misusing their power. Hence the police unwanted brutality has appeared under this theme. Also, when there is a lack of appreciation for each other activity between police and the community, this imbalance has appeared.

"Citizens are saying police cannot block the protests without any valid reason. This is our democracy. You cannot falsely arrest us. You all are rogue police officers. You are preparing the wrong police reports. We were profoundly affected with yours wrong arrest"

"Police (Headed by the Chief Inspector of Police) is saying we have the power vested from the acts, statues. As per the few citizen requirements we cannot act. We are not going to show fuel main tanks to the community now (This video footage taken from Maharagama IOC shed). In here police officers is attacking the public by using their batons.

Figure 3. Police Use Power When University Students are Protesting

Theme 2 Gender discrimination

According to the videos, there is horrible violence against women. Police officers are treating their own women police officers in an unprofessional manner. Discrimination is a serious problem affecting women mainly in the Sri Lankan context. So that fact is proven from this video footage as police officer in charge is trying to move the female police officers without respecting them. This can have an implication for recruiting women`s into the police force in the future. Some vocals recorded in the video are as follows.

"This is how the Panadura Headquarter Chief Inspector of Police manhandled some female police officers during a protest. If low-ranking policers are discriminated like this in front of the public, we can imagine how female officers are treated inside the police stations. This is gender-based discrimination. This police officer grabbed the neck of the female officer and asked them to arrest the women protestor without smiling."

Figure 4. Officer in Charge Grabbing a Woman Constable Her Neck. Visible Sign of Discrimination

Theme 3 Verbal Abuse

When looking at the evidence it has appeared to be there is a psychological effect of verbal abuse to the community. From there facial expressions those are witnessed. Officers are using excessive amounts of unwanted bad words when dealing with the community. Additionally, this also shows a lack of accountability which not held account for any wrongdoing which can lead to disrepute the corporate identity. As any activity offers some negative results (Violation of traffic laws) which generate reactions from the community, then there is a higher probability of creating heated verbal arguments.

Few citizens are explaining their experience regarding verbal abuse in this way.

"We find that the police have already lost the respect of the public due to this filthy word usage. We have to raise a point of Order here. What happens when Police officers speak harshly at civilians in a continuous manner? Who catches such Police officers then? Anyhow, we have a dignity. Therefore, don't speak to us in this manner. We are now releasing all the insults made by you to us as police officers to the whole world through the Facebook"

Figure 5. Police Officer Assaulting Physically and Verbally Man on the Road

Favorable Factors

Theme 4 Community Trust

The positive feelings conveyed by the community are helpful for police to improve their reputation. In here it shows the police empathy towards the community when they are performing their duties. Also, the resilience of the police officers is demonstrated throughout the video footages. It can be identified below mentioned expressions put forward by the public towards the police officers.

" A massive thank you to the police officers and kindness of them. I love to see how policing works with great patience. We have to give the support to Police officers and it's the greatest job in the world. We like to see police serving and helping others in need. We are just people too. Keep up the great work police. If the entire police officers in Sri Lanka is behaving in this manner we can then trust about the Police."

Theme 5 Competent communication

When civilians are failing to adhere laws, regulations then police are illustrating the message in powerful manner. Clearly police officers are seeming to be that they are part of the solution.

"It's really interesting seeing how law enforcement officers talking in this manner when they are performing the duties. You spoke in fair manner. I felt comfort"

Figure 6. Police Media Spokesman Clearly Explaining To The Media That Why Protestors Were Arrested As They Did Not Adhere To Instructions Issued Several Times By The Police.

Theme 6 Human Connection skills

In here police is polite towards the community. Police officers' are aware of what the community needs through flexible behavior. So, in this level most media references show there is a formal relationship between the police and the community. Both police and the community realize that they need mutual support and cooperation and depend on each other. It also proved that police are interested in developing good relations with the public. Video footage clearly shows Assistant Superintendent of Police is taking care of every police officer with much attention and therefore other rank police officers are very cooperative with the civilians. In the videos, the community has explained their experience through verbally in this manner.

"Police officer was absolutely cooperative, perfectly explained what he was doing and posed no danger but he still decided not to put cuff with no legal grounds. Police officer explained the facts in a calm way. Great job. This is how trust in the police should develop. Unless this kind of behaviour is happened in continuous manner, we will all end up in a police state"

Table 2. Summary of Themes

| Theme	Meaning	Evidence
Imbalance legitimacy	This explains the any act done in accordance to the law. Hence legitimacy has quality to create faith and therefore it determines the effectiveness of any political system.	Videos shows torture methods used by police officers. There are severe beatings, brutal assault. Police is forcefully removing civilians at peaceful protests, petrol queues. Civilians are demanding that they are entitle to have peaceful protests.
Gender discrimination	This refers to person is treated negatively based on their gender. Without have equality for both genders it is impossible to for country to grow and become developed. Also gender discrimination is a human right violation.	Video shows a senior police officer harassing female protestors and female police officers as manhandling the women police officers meaning senior police office grabbing two female cops by their neck. Police two women were embarrassed with that incident.
Verbal Abuse	This describes someone uses his/her words to assault, degrade another person. Thus verbal abuse involves yelling, screaming, swear words	Police officers were involved in arguments with civilians. They are shouting towards people who are requesting fuel. The video footages show bad usage of words when explaining the traffic offences to civilians.
Community Trust	This refers to the level of reliability guaranteed by the seller to buyer and it is proven trust is an important factor in maintaining a positive relationship.	Video footages shows police officers are behaving in patience manner. They never get angry when they are dealing with aggressive civilians. Police officers are under attack by one monk. Although police are holding tolerance.
Competent communication	This explains communicating in ways that are effective and appropriate for a given situation.	Video shows police is listening to the protestors carefully. Police officers used communication to build the trust on gathered community near to the police station. After that police officers were able to get the cooperation of civilians to discuss the matters in a peaceful manner.
Human Connection skills	This explains the skill related to engages with the audience.	Police officers are able to relax the tense situation. They have adapted to the given situation and therefore police is able to reveal the truth from the victims.
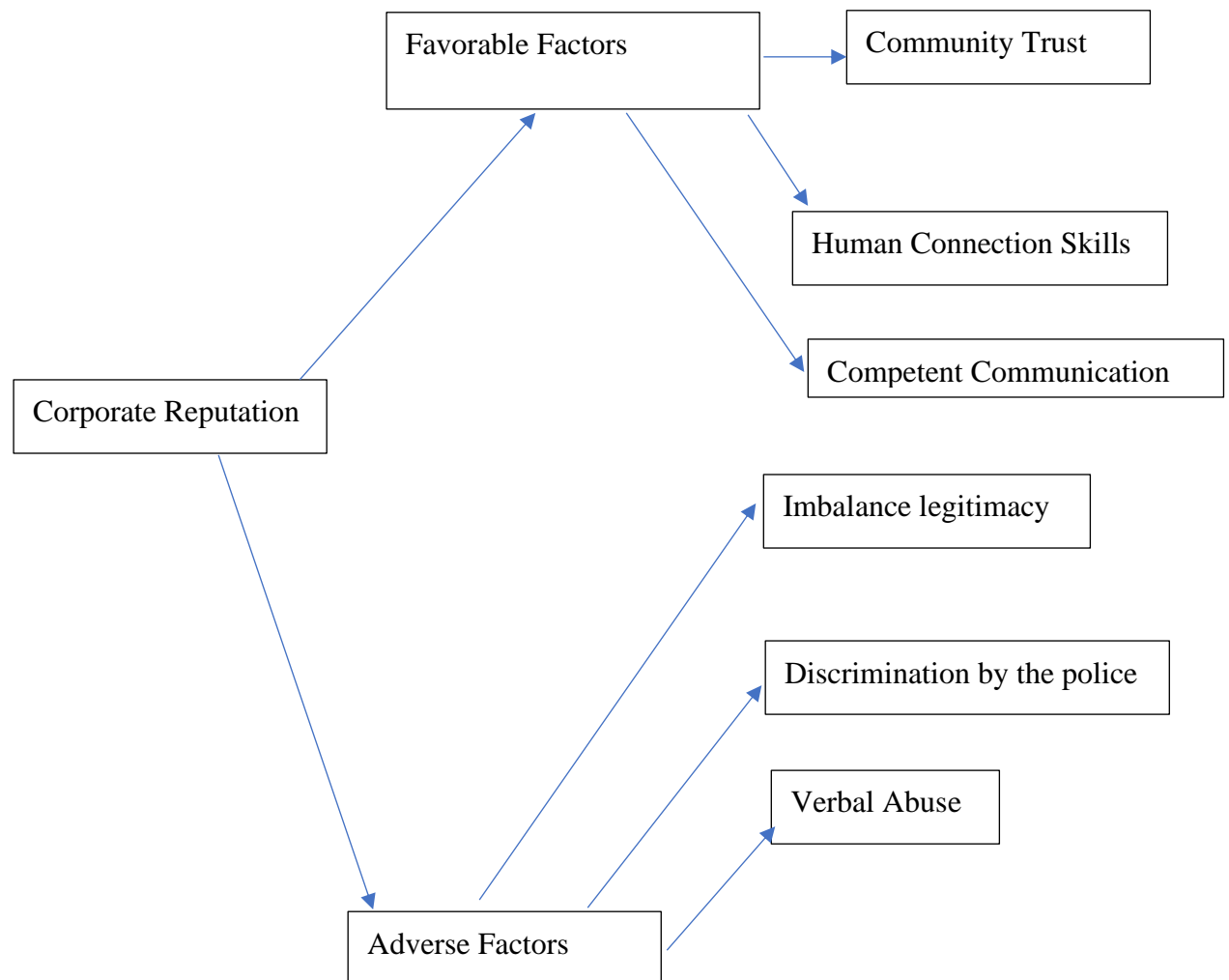
Figure 7. Thematic Map of Corporation Reputation reflected through findings

5. Discussion of Findings

Theme 1

As discussed in the literature, Lee and McGovern, (2013) police goals are achieved if the public, and media value the corporate reputation of policing if the police grant legitimacy to their policing works.. Therefore, in here Police should understand community requirements rather than assaulting them. In accordance with the resources-based view explained in the literature review, resources (tangible and intangible) are given a major role in helping organizations achieve higher organizational performance. When it comes to intangible resources such as corporate reputation usually stays within an organization and it is one of the main sources of sustainable competitive advantage. Thus, community support is prominent when overcoming crime and disorders. If the reputation is damaged due to the police imbalance legitimacy, then creative community-oriented policing strategies along with community involvement cannot be implemented. Public confidence also seems to be less in these situations shown as Videos.

Theme 2

The findings from Baker and Hyde, (2011) citizens have no alternative avenue of service, no competitive outlet when they are dissatisfied with the police. Therefore, when providing polite, respectful, courteous police service to the community, police should treat everyone with respect, listen to everyone, and take the citizens concerns seriously. Police officers word usage in this video footage is less favorable for the community requirements. In order to create good corporate reputation, the leader-member relation is prominent (Qoura & Khalifa, 2013). If the internal customers (employees) of the hotel is satisfied then that will assist the improve the customer service skills within the hotel and when they feel they are safe at their employability, then automatically care for the hotel, bring more customers to the inside. According to the video footage, police women`s were treated in disrespectfully which in turn lead to be dissatisfied. One possible repercussion is females will be reluctant in joining with the Sri Lanka Police.

Theme 3

Hence Researchers stated in their literature review Bi et al. (2014) people tend to share the information during a crisis in an aggressive manner which is referred as secondary crisis communication. When it comes police verbal abuses especially younger people are more eager to use social media to share everything that they experienced than the older generation. However when it comes to the perceived credibility among the community that is more important in here. On the other hand Legerski, (2010) recommends police agencies take full advantage of online marketing tools to enhance their brand rather than using traditional methods to deliver the messages. Such as Facebook, YouTube, twitter do not carry any costs and easy to use. More importantly, police should understand the impact to their brand name through this type of verbal abuse.

Theme 4

Golgeli, (2014) showed that the reputation of an organization is characterized by set of factors such as service quality, corporate transparency, reliability, trust. So, if Police could focus to fulfil the promises in their operations, then it would be an added advantage to improve the reputation. According to the findings there is no doubt trust is one of the most important aspects of a growing reputation.

Theme 5

As per the literature, the findings from Parhizgar et al. (2017) witnessed that communication leads to enhance reputation, and loyalty. Further Gray and Balmer, (1998) indicated a favorable reputation requires more than just an effective communication effort and to have a deserving praise consistence performance is required. Hence Gray and Balmer showed that a well-coordinated communication programme will promote a positive reputation. Accordingly in here community feels good and comfortable through police patience and their effective communication. On the other hand as cited in Fiakpui, (2020) brand loyalty will increase through social media communication. With reference to the video footages, police officers are clearly communicating new protocols and orders to the public. Generally, problems come when police officers are communicating in different styles and the language is not clear and difficult to understand.

Theme 6

In the viewpoint of Davies and Miles, (1998) identified in the literature, customers will accept the service offered by the organization when there is a good human connectivity. As the

human connectivity increases, the level of interaction also goes up. The study by Gray and Balmer, (1998) revealed senior executives of the organization should think about the corporate reputation and they do have the responsibility of managing the reputation.

As community interactions, collaboration, and engagement are at the forefront of modern policing concerns, social media is positioned as a vehicle to project corporate images and meanings to the community with the ultimate goal of benefiting police-community relations and cooperation. According to the findings of the study, six themes were constructed. Human aspects of the police officers where much influence community satisfaction in turn enhance their loyalty to the police. There are many examples showing that the leadership behaviors of few police officers destroyed the corporate identity of police all around the country. In addition, the results show the positive influence of police on its reputation through public speeches. There were few examples proving that public shows their satisfaction towards police officers in which the way they solved the issues. Results from the analysis revealed that there is a strong positive significant effect of patience, and professional behavior on corporate reputation. Thus, findings imply that patience is an important driver of corporate reputation. Moreover, findings are grounded in the literature following attitudinal loyalty and behavioral loyalty. Trust is revealed to have positive significant influence with customer loyalty. In order to response this crisis communication, police media division should be ready with full evidences about all the incidents and their official, formal responses for the dissatisfied community is imperative. This is parallel to the findings shown by Gu and Ye, (2014) that emphasizes about the importance of the responses to the customers.

As per the opinions, Police officers who are working in the 21st century broadly agree that public support is important both for the legitimacy of the police and the ability of the police to fight crime effectively. This is evident under the community-oriented policing principles as well. This research results show community is generally dissatisfied with the police due to the way police communicate with the community, it also demonstrates that not all segments of society hold equally positive opinions regarding the police officer's communication. At the same time, results show that police are holding the patience as well in certain circumstances. These research findings established people report negative experiences with lower levels of confidence which converts it to bad opinions regarding the police.   Social media influences to the trust that the community keeps in Sri Lanka Police. Through social media, some of the police officers were able to create a personal reputation as well.   One key area of concern is that, through social media, police are demonstrating their institutional and personal values.

6. Conclusion
Police as one of the law enforcement organizations worldwide is perceived highly by its community to increase their security. Nowadays the community has so many advantages in terms of information through the development of internet and technology, as public can easily post their experience to the social media. As the consequences, the people have more expectations toward the police performances to fulfill their needs and wants. This research had investigated the effect of public speeches toward corporate reputation through the social media. Moreover, it's extremely important to put these incidents in the public light, so more people know about it and can tell the system that the system aren't flawless and that police can't do whatever they want. Some of the police officers are like criminals and violent sociopaths in uniforms. They should be locked away, because they are creating a harmful impact the entire police and it's bad to people's freedom and sense of safety. Police should serve and protect respected, but not feared, unless community is acting in a bad way.

People have expressed and shared their negative emotional experiences that are generated by their inner feelings after the verbal conversations with the police officers. On the other hand, public expressed their positive emotional experiences to police courtesy in certain circumstances. In addition, these research findings provide empirical and theoretical evidence (Reputation Management theory) for the corporate reputation that Sri Lanka Police can be utilized in the public speaking to add value for community and it conclusively demonstrates how service providers can achieve a sustainable competitive advantage through utilizing social media. This study shows how reputation management affects the police in Sri Lankan context. Further, it can be concluded, that Senior police officers today broadly agree that public support for the police is important for successful police works. Other than the public support to have the legitimacy of the police, it is also important for having the public in efforts to reduce crime. Moreover, there is growing evidence that public support depends on the public's perception that police treat people fairly and professionally.

6.1. Implications

According to the findings of the study, there is a need to keep away officers who do not know proper communication from the general public. Such officers should be attached to the functional divisions rather than deployed in territorial divisions. When developing the corporate reputation of the police human aspects are likely to be important than the technical aspects determining the community delight. Therefore, National Police Academy should upgrade their existing communication modules to enhance the police officer's human connectivity skills. Based on the results of this study, police officers can improve the effectiveness of their communication based on social media reviews. They can also learn which aspects they should focus on when managing the reputation. Further if Sri Lanka Police take actions to enhance the reputation, then police officers' retention, more applicants for the police force, attraction of top talent will be positively affected. Moving further when the police reputation is high, regulatory burden will be decreased. Police legal division should be looked at this aspect as well.

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