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Training Effects on Sub Inspector Performance in Police Station Management

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ABSTRACT: This study investigates the multifaceted impact of resource management, man management, and record management training within the context of basic training on Sub Inspectors' role performance in police station management in Kerala. The research involves gathering data from fifty-three Sub-Inspectors of the Kerala Police and employs a quantitative methodology. Results indicate a significant positive correlation between the incorporation of station house management training and the observed improvements in Sub-Inspectors' performance attributes. The training interventions were found to foster a proactive approach to problem-solving, high victim satisfaction levels, and improved community relations. Their capacity for situation analysis and rapid retrieval of critical information was notably improved, contributing to sound judgment and decision-making in complex scenarios. The findings emphasize the pivotal role of training in enhancing the effectiveness of Sub-Inspectors of police in their respective roles.

1.   INTRODUCTION

Police stations are the pivotal around which the entire police administration revolves around. It is the court of the common man. It is open twenty-four hours and a lot of information about crime and criminals is gathered, processed, and disseminated. The station house management mainly includes man management, management of physical resources, and maintenance of records. Effective police station management is essential for the maintenance of law and order, protection of life and property, and ensuring justice within society. Continuous evaluation, training initiatives, and the enhancement of management methodologies within police stations are indispensable for maintaining the benchmarks of law enforcement and safeguarding the welfare of communities. These practices ensure that the operations within police stations are constantly evolving, adapting to emerging challenges, and incorporating the most effective approaches to address community safety. Regular assessment allows for the identification of areas needing improvement, while ongoing training keeps officers updated on evolving techniques and protocols. Police station means "any post or place declared generally or specifically by the State Government, to be a Police Station and includes any local area specified by the State Government"(S.2(S) Cr.P.C.1973). "The ideal Police Station is perceived by the general public as a safe place where any person can walk fearlessly to seek redressal". (D.O.No. 27011/13/99-P.F.III dated March 30, 2000, of the Home Secretary, Government of India).

Studying about work effectiveness of Thai Police Officers, Tengpongsthorn (2017) pointed out that motivating and hygiene factors within the police stations have a large influence on performance. The researcher also reported that an increase in modern equipment causes an increase in work performance. The imbalance of manpower badly affects the performance of the entire system.

Man management is about delegation of duties and responsibilities, motivating and leading personnel, ensuring proper communication and coordination, encouraging improved cooperation among team members, fostering a positive work environment and willingness to collaborate, etc. Ahmed and Faruk (2023) highlight the necessity for evidence-based human resource strategies aimed at enhancing outcomes within law enforcement agencies. Officers' levels of involvement, commitment, and overall satisfaction are significantly influenced by the quality of man-management practices employed within the organization. Therefore, fostering a conducive environment through proper man management becomes imperative for optimizing the performance and morale of law enforcement personnel.

Resource management in police stations includes the management of arms and ammunition, equipment and technology, ensuring proper functionality of vehicles, firearms, and communication systems, and adopting modern technological advancements for efficient operations. Managing supplies like uniforms, office essentials, and forensic materials, alongside maintaining the station's physical infrastructure and security systems, is crucial for uninterrupted operations. Moreover, organizing training programs to enhance officers' skills, fostering community partnerships, assessing risks, and planning contingencies, as well as ensuring compliance with environmental and safety regulations, collectively contribute to the holistic resource management framework within a police station. Record Management consists of the "creation, storage, retrieval, archiving, and disposal of records". There is an enormous variety of records that are to be maintained in the police station. "Petition Register, First Information Report Index Register, Cash Declaration Register, Case Diary, Bail Condition Register, Duty Roaster Register, Movement Register, etc.". Misplaced records adversely affect the police functioning. There is a strong linkage between record management and the rendering of justice to the common man. (Legodi, 2021) .The number of records to be kept in the Police Stations increased over a while. The Police Headquarters circular no.11/2019 outlines various major categories of records essential within a police station. These encompass "Government Property Related Registers, Financial and Accounting Related Registers, Administrative Related Registers, Public Service Related Registers, and an array of Other Common Registers such as Arms Deposited Register, Explosive Licence Registers, Migrant Labourers Registers, and Janamaithry Beat Registers. Additionally, it includes Petition Enquiry Registers, Process Registers, Arrest Record Registers, Crime Related Records Registers, and specific registers tailored for crime prevention and profiling of criminals". These diverse registers serve as crucial repositories for maintaining detailed information essential for the efficient functioning and operational effectiveness of a police station. The provision of ample computers, network infrastructure, and the inclusion of professional record managers within police stations are vital components for effective electronic record management. Equipping stations with such resources and expertise is essential as it enables the swift resolution of cases, facilitates easy access to pertinent information, and enhances victim satisfaction. Disaster preparedness is crucial, ensuring relevant information is backed up adequately for retrieval in emergencies. Records exist in varied forms, some originating electronically while others transition from paper to electronic formats. Every record undergoes a life cycle, with good records characterized by sound content, context, and structure. However, electronic records encounter challenges such as confidentiality issues, the necessity of Information Communication Technology skills for management, and the susceptibility to data loss due to technical failures. Mitigating these challenges is critical for maintaining the integrity and accessibility of electronic records within police stations. (Jaruprat et al., 2023) examining the role of four factors – technical innovation, knowledge management, culture of innovation, and innovation management – found that these have a positive direct effect on organizational performance. According to Naparota et al. (2023), the efficient management of archival records necessitates the utilization of appropriate technology and a robust record management system. The issues encountered by officers in this domain were not substantial. However, there remains considerable room for enhancement in the management of archival records. This indicates potential areas where improvements can be made, possibly in refining existing systems or introducing more effective strategies for handling and organizing archival records within police stations.

Police performance is related to the protection of life and property, crime rate, clearance rate, prevention of crime, and public order management. The public order and safety must be increased. Police performance indicators encompass a multifaceted array of skills and attributes crucial for effective law enforcement. Commanding presence and control skills during emergencies are pivotal, fostering quick decision-making and coordination in critical situations. Proficiency, systematic approaches, and the ability to retrieve facts swiftly ensure efficient handling of cases. Good judgment and timely problem identification aid in making informed decisions and taking preventive actions to address potential issues. Prioritizing plans and following through demonstrates an ability to maintain order while serving and protecting the community. Enhanced victim satisfaction and improved cooperation among team members are successful performance indicators, emphasizing the comprehensive analysis of situations for timely and effective action. The training provided offers extensive exposure to leadership and organizational management within police forces, emphasizing enhanced teamwork among officers. The command and control model is an outdated model, authoritarian-based model that adversely affects performance and thus negatively contributes towards the achievement of the overall mission of law enforcement agencies. (Shane, 2010). Citizen satisfaction surveys have pointed to the profound impact of officer training, citing reduced police hostility, accelerated service delivery, improved community relationships, effective communication, positive public relations, and a notable reduction in corrupt practices (Maina, 2017). Field training programs have consistently yielded positive outcomes, notably reducing complaints and augmenting the overall effectiveness of law enforcement agencies (McCampbell, 1987).

This study highlights the intrinsic value of integrating resource management, man management, and record management training within basic training programmes for Sub - Inspectors. The findings underscore the profound positive impact of such holistic training approaches on elevating the multifaceted dimensions of role performance crucial for effective police station management and community service.

2. STATEMENT OF THE PROBLEM

A Sub Inspector, as per the Criminal Procedural Code (Cr. P. C), is "the officer in charge of a police station and has the powers of arrest without warrant, released on bond or bail, search and seizure, holding inquests, summoning witnesses and ordering the production of any material required for investigation". After entering the Kerala Police Service, the Sub Inspectors are required to undergo training for the duration of one year at Kerala Police Academy. The Police training aims to impart professional knowledge and skills with a humane approach to the problems of society to render efficient police service. Need-based training is a strategy to attain these objectives. The study is thus an attempt to examine the potential relationships between specific types of training (resource management, record management, man management) and the resulting impact on Sub-Inspectors' performance within police stations.

3. OBJECTIVES

1. To study the perception of Sub Inspectors towards police station management training.
2. To identify the relationship of police station management training with role performance of Sub Inspectors.

4. DATA AND METHODOLOGY OF THE STUDY

The research design adopted a descriptive approach, focusing on detailing the characteristics and outcomes of the training programs. A simple random sampling method was used for the selection of participants for the study. In this study, data were gathered from fifty-three sub-inspectors of the Kerala Police through self-structured and standardized questionnaires, implying a quantitative approach to data analysis. The extent of development resulting from man management training, resource management training, and record management training was collected using a five-point Likert scale, ranging from highly ineffective to highly effective. Simultaneously, the impact of these training programs on role performance was evaluated through statements, capturing responses on a five-point Likert scale ranging from strongly disagree to strongly agree. The collected data underwent analysis using SPSS software, highlighting the utilization of Spearman's Rank Correlation as the primary analytical tool. The significance of correlations was subsequently tested through a t-test.

5. DATA ANALYSIS AND RESULTS

The questionnaire used for the survey is designed to collect the demographic profile of the Sub Inspectors such as age, gender, batch educational level, and type of area in which they are working along with their perception towards police station management training and role performance.

Table 1: Profile of Respondents based on Select Demographic Parameters (% of total Sample)

Variable	Percent
Age	
Below 40	64.2
Above 40	35.8
Gender	
Male	86.8
Female	13.2
Education	
Bachelor's Degree	62.3
Master's Degree	18
Above Master's Degree	3.8
Technical qualification	
No	91.11
Yes	8.89
Batch	
27	18.9
28	22.6
29	20.8
30	37.7
Area	
Urban/City	50.9
Rural	49.1

Source: Authors' calculations based on survey data collected

The females are selected from the 29th batch onwards. So their representation will be lower.

Table 2: Perception towards training management

Response	Frequency	Per cent
Highly Ineffective	5	9.4
Ineffective	10	18.9
Neutral	14	26.4
Effective	18	34.0
Highly Effective	6	11.3
Total	53	100

Source: Results of Primary Survey analysis

45.3 per cent of the respondents perceived man-management training as effective. 26.4 percent were neutral about their opinion. 28.3 percent treated training in man management as not effective.

Table 3: Perception about role performance in man management training

Item	Strongly disagree	Disagree	Neural	Agree	Strongly agree
Increased victim satisfaction	2 (3.8)	1 (1.9)	6 (11.3)	28 (52.8)	16 (30.2)
Lead with confidence	3 (5.7)	0	8 (15.1)	24 (45.3)	18 (34)
Commanding, Coordinating, and control skills in emergencies	2 (3.8)	2 (3.8)	3 (5.7)	26 (49.1)	20 (37.7)
Improved willingness to co-operate with work by others	2 (3.8)	1 (1.9)	11 (20.8)	25 (47.2)	14 (26.4)

Source: Results of Primary Survey analysis

83 per cent of the respondents agreed that the man management training helped in increasing victim satisfaction and a similar note 79.3 per cent revealed that the man management training was influential in leading with confidence, 86.8 per cent viewed their commanding, coordinating and controlling skills in emergencies increased and 73.6 percent opined in having improved willingness by others.

Table 4: Perception towards training in record management

Response	Frequency	Per cent
Highly Ineffective	1	1.9
Ineffective	9	17.0
Neutral	17	32.1
Effective	21	39.6
Highly Effective	5	9.4
Total	53	100

Source: Results of Primary Survey analysis

49 per cent the respondents perceived record management training as effective while 19 per cent marked it as ineffective. But 32.1 percent perceived it as neither effective nor ineffective.

Table 5: Perception about role performance in record management training

Item	Strongly disagree	Disagree	Neural	Agree	Strongly agree
Systematic and Proficient in work	2 (3.8)	4 (7.5)	7 (13.2)	26 (49.1)	14 (26.4)
Situation Analysis	2 (3.8)	4 (7.5)	6 (11.3)	30 (56.6)	11 (20.8)
Quick retrieval of facts and timely action	2 (3.8)	0	11 (20.8)	28 (52.8)	12 (22.6)
Good Judgement	2 (3.8)	1 (1.9)	14 (26.4)	29 (54.7)	7 (13.2)

Source: Results of Primary Survey analysis.

The majority of the respondents 75.5 per cent agreed that their work proficiency increased due to record management training with a similar note 77.4 percent on

situational analysis, 75.4 per cent considered training was beneficial for quick retrieval of facts and timely action and 67.9 per cent agreed that record management training helped in having a good judgment on various scenarios.

Table 6: Perception towards training in resource management

Response	Frequency	Per cent
Highly Ineffective	5	9.4
Ineffective	8	15.1
Neutral	21	39.6
Effective	15	28.3
Highly Effective	4	7.5
Total	53	100

Source: Results of Primary Survey analysis

39.6 per cent of the respondents were perceived resource management training as neither effective nor ineffective about resource management training whereas 35.8 per cent perceived it as effective and 24.5 per cent opined that resource management training as ineffective. The resource management training is to be improved as it is highly relevant for timely identification and solving the problems. Proper preventive actions can be taken with the help of movable physical resources. The proper management of resources helped to serve the community in following plans and priorities in the day to day functioning of the station houses. Hence majority of the respondents opined that the resource management training is neutral.

Table 7: Perception about role performance in resource management training

Item	Strongly disagree	Disagree	Neural	Agree	Strongly agree
Timely identification and solving the problems	2 (3.8)	0	6 (11.3)	30 (56.6)	15 (28.3)
Preventive actions	2 (3.8)	1 (1.9)	9 (17)	28 (52.8)	13 (24.5)
Serve & and protect the community	2 (3.8)	1 (1.9)	7 (13.2)	30 (56.6)	13 (24.5)
Follow plans and priorities	1 (1.9)	2 (3.8)	9 (17)	28 (52.8)	13 (24.5)

Source: Results of Primary Survey analysis.

84.9 per cent of the respondents reveals that resource management training helps in the timely identification and solving of problems. On an equal note, 77.3 per cent perceived resource management training helps in taking better preventive actions and following plans and priorities and 81 per cent of the respondents opine that resource management training helps to serve and protect the community.

Table 8: Association of extent of development through training with the role performance in Police station management

Training vs role performance in	Correlation	P-value
Resource management	0.442**	0.001
Record management	0.414**	0.002
Man management	0.395**	0.003

** Significant at 0.01 level

Utilizing Spearman rank correlation, all three training types exhibited positive and statistically significant correlations with role performance at a significance level of 0.01. The significance of the correlation was tested by using a t-test. P value is less than 0.01. All the correlational values are found to be positive and significant. This indicates that as the extent of development through training improves, there's a parallel enhancement in role performance. Moreover, the results suggest that resource management training displayed the strongest association with role performance, followed by record management. Although man management training showed a slightly lower association, it remains a significant contributor to improving the role performance within the police force. These outcomes highlight the efficacy of training in enhancing role performance, with resource management training showing the most significant impact among the three categories assessed which indicates that training helps to improve the role performance. These findings emphasize the pivotal role of training in enhancing the effectiveness of police officers in their respective roles.

6. CONCLUSIONS

This study investigates the multifaceted impact of resource management, man management, and record management training within the context of basic training on Sub Inspectors' role performance in police station management. The focus lies on the influence of this training on various dimensions of role performance, including timely identification and resolution of issues, proactive measures for prevention, community service, adherence to plans and priorities, elevated victim satisfaction, confident leadership, coordination, and control abilities, systematic and proficient workflow, situation analysis, fast retrieval of critical information, and sound judgment. The study employed a comprehensive evaluation framework to analyse the effects of these training components on the aforementioned performance dimensions. Results indicate a significant positive correlation between the incorporation of resource management, man management, and record management training within basic training modules and the observed improvements in the Sub-Inspector's performance attributes. Specifically, the training interventions were found to foster a proactive approach to problem-solving, enabling Sub Inspectors to identify and address issues promptly. Furthermore, the training modules contributed to

a stronger community orientation among Sub Inspectors, resulting in heightened victim satisfaction levels and improved community relations. Additionally, the training emphasized leadership development, enhancing Sub inspectors' confidence, command presence, and ability to coordinate and control situations effectively. Moreover, Sub Inspectors displayed an increased willingness to cooperate, demonstrating proficiency in systematic record management and an efficient workflow. Their capacity for situation analysis and rapid retrieval of critical information was notably improved, contributing to sound judgment and decision-making in complex scenarios. Prioritizing resource management training could yield substantial benefits, given its significant impact on role performance. Additionally, enhancing the content and delivery of record management training would further bolster officers' effectiveness. It's also advisable to re-evaluate and refine the man Management training curriculum to elevate its influence on role performance. Regular assessment and adaptation of training modules to align with evolving challenges and skill requirements are vital for sustained improvement. These findings affirm the crucial role of specialized training in augmenting the capabilities and performance of law enforcement personnel. Consequently, allocating resources and designing policies that prioritize and emphasize comprehensive training in Resource, Record, and Man Management would be instrumental in ensuring a more effective and efficient police force. Police station administration is the most important for the effective functioning of the police department and if the cutting-edge units are functioning well Police department will have overall efficiency.

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