

**ASSESSING THE IMPACT OF SUPERVISION AND  
MANAGEMENT TRAINING ON POLICE OFFICER  
PERFORMANCE AT NKURENKURU POLICE STATION**

**Kennedy Kaumba Mabuku**

Department of Policing, Stadio Higher Education, South Africa

Email: [21220575@stadiodl.ac.za](mailto:21220575@stadiodl.ac.za)

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**ABSTRACT**

This research explores the impact of supervision and management training on the performance of police officers at Nkurenkuru Police Station, focusing on improving law enforcement effectiveness. Conducted in the Kavango West Region of Namibia, the study aims to understand how training programs influence personnel performance. Qualitative research methods were employed, using semi-structured interviews and thematic analysis for data interpretation. The findings highlight a complex relationship between supervision and management training and police officer performance. While acknowledging some positive impacts of the training, the study identifies various obstacles that hinder its full effectiveness. These challenges include resource limitations, lack of follow-up support, administrative burdens, resistance to change, inadequate integration of training, and heavy workloads. The study suggests the importance of a comprehensive approach to supervision and management training tailored to the needs of law enforcement agencies. Recommendations include customising training programs, increasing participant engagement, and establishing consistent follow-up mechanisms. These insights are not only relevant to Nkurenkuru Police Station but also offer valuable lessons for law enforcement agencies worldwide seeking to optimise their performance through effective training strategies.

**Keywords:** Supervision, Management, Member Performance, Law Enforcement, Training Assessment.

**ABSTRAK**

Penelitian ini meneliti dampak pelatihan supervisi dan manajemen terhadap kinerja petugas polisi di Kantor Polisi Nkurenkuru, dengan fokus pada peningkatan efektivitas penegakan hukum. Dilaksanakan di Wilayah Kavango Barat Namibia, penelitian ini bertujuan untuk memahami bagaimana program pelatihan memengaruhi kinerja personel. Metode penelitian kualitatif digunakan, menggunakan wawancara semi-terstruktur dan analisis tematik untuk interpretasi data. Temuan penelitian menyoroti hubungan yang kompleks antara pelatihan supervisi dan manajemen dengan kinerja petugas polisi. Meskipun mengakui beberapa dampak positif dari pelatihan, penelitian ini mengidentifikasi berbagai kendala yang menghambat efektivitas penuhnya. Tantangan-tantangan ini meliputi keterbatasan sumber daya, kurangnya dukungan tindak lanjut, beban administratif, penolakan terhadap perubahan, integrasi pelatihan yang tidak memadai, dan beban kerja yang berat. Penelitian ini menunjukkan pentingnya pendekatan komprehensif terhadap pelatihan supervisi dan manajemen yang disesuaikan dengan kebutuhan lembaga penegak hukum. Rekomendasi meliputi penyesuaian program pelatihan, peningkatan keterlibatan peserta, dan pembentukan mekanisme tindak lanjut yang konsisten. Wawasan ini tidak hanya relevan dengan Kantor Polisi Nkurenkuru tetapi juga menawarkan pelajaran berharga bagi lembaga penegak hukum di seluruh dunia yang berupaya mengoptimalkan kinerja mereka melalui strategi pelatihan yang efektif.

**Kata Kunci:** Pengawasan, Manajemen, Kinerja Anggota, Penegakan Hukum, Penilaian Pelatihan

## **INTRODUCTION**

The study aimed to assess the influence of supervision and management training on the performance of members at Nkurenkuru Police Station in the Kavango West Region. There is global evidence indicating that performance-oriented institutions heavily invest in enhancing their employees' performance through training and development initiatives (Busemeyer Gandenberger, Knotz & Tober, 2022; Arwab, Ansari, Azhar, & Ali, 2022 [international]; Els, Meyer & Ellis, 2022; Abruquah et al., 2023 [African studies]; Muleya, Ngirande & Terera, 2022; Khumalo, 2023 [Regional]; and Tabo, 2022; Nyambe, 2023) [Namibia studies]. Hence, it is evident that successful organisations prioritise, among other things, enhancing the knowledge and skills of their employees. Equally crucial is the need to measure training effectiveness to determine the return on investment. Nkurenkuru Police Station, the largest in the Kavango West Region, has been benefiting from the Namibian Police (NamPol) programme of supervision and management offered at the National Police Training College and other training centres. The station encompasses various units, including the station commander's office, crime investigations, administration, crime prevention, operations, and charge office operations. Currently, there are 103 members serving at the station in different capacities as mentioned above. Between 2019 and 2022, 33 (32%) of those in supervisory roles attended supervision and management courses (Namibian Police Force, 2022). Despite these numbers, it appears that the training did not have significant impacts on the performance of a larger segment of those who attended the course. This observation is supported by the absence of post-training performance measurement tools not only at Nkurenkuru Police Station but also across the entire NamPol.

The subject of training has been thoroughly explored by scholars, human resources practitioners, and in political contexts. Despite abundant information on training's role in enhancing business profitability and organisational performance, there has been a notable absence of studies

conducted within NamPol overall and specifically at Nkurenkuru Police Station. Consequently, the understanding of how supervision and management training influence service delivery and performance remains limited. It is evident that the training fails to achieve its objectives to a significant extent, given persistent complaints about poor service delivery through both media channels and police suggestion boxes (Namibian Police Force, 2023). This issue is compounded by the absence of training assessment and monitoring mechanisms to gauge its impact on employee performance. This deficiency persists over the review period, underscoring the pressing need for a more comprehensive understanding of training practices.

The researcher noted that despite the availability of supervision and management training for those in supervisory roles, there is no adequate assessment of its impact on employee performance (NamPol Training Report, 2023). This lack of effectiveness in supervision and management is concerning as it fails to yield the desired outcomes. Therefore, there is a need to conduct this study to ascertain the reasons why the course fails to impact the performance of members and establish recommendations for improvement. This study is novel in that it will be the first to systematically evaluate the effectiveness of supervision and management training within NamPol, particularly at Nkurenkuru Police Station, providing new insights into the gaps and potential areas for enhancement in training practices.

## **LITERATURE REVIEW**

### **Supervision and management training practice**

Implemented supervision and management training has been instrumental in enhancing the performance of police officers at various stations and duty stations. The Southern African Police Chief School of Excellence, based in Harare, Zimbabwe, offers short training courses on supervision and management at the INTERPOL Centre (Muleya, 2022). Member states typically send their police officers holding leadership

positions to undergo a two-month supervision and advisory training to bolster their effectiveness in leadership roles (Muleya, 2022). Similarly, in Rwanda, the Musanze Police College delivers Staff Officer Training tailored for senior management involved in supervisory roles (Mukingambeho, Nzahabwanayo, Gabriel & Nzabwirwa, 2021), while Zambia provides a similar course in Lusaka at the Police College for those in leadership positions (Wanchinga, 2022). Kothari & Garg (2016) investigated the correlation between supervisory practices and officer productivity in law enforcement agencies. Drawing on survey data from police officers and supervisors across multiple stations, the study found that effective supervision, including regular feedback, goal setting, and performance evaluations, significantly influences officer productivity. Moreover, supervisors who offer guidance and support to their subordinates are associated with higher levels of officer performance and job satisfaction. According to MacLennan, Plahovinsak, MacLennan, and Jones (2023), effective supervisory training is indispensable for high-performing organisations, both in the private and public sectors.

These scholars argue that the challenges posed by the contemporary working environment necessitate ongoing training. This assertion holds particular relevance in today's policing environment, where external and internal forces can impact institutional performance. Thus, the importance of training, especially for leaders and supervisors, cannot be overstated if police forces or other institutions are to remain responsive and relevant to their members and clients. Conversely, Tabo (2022) recognises the significant role played by training institutions and programmes in high-performing organisations. They emphasise the importance of aligning training practices with contextual factors and regulatory training policies. Additionally, continuous pursuit of benchmarking training programmes can lead to unmatched impacts in organisations. Furthermore, the level of motivation and team cohesion among members contribute to enhanced service quality and performance, as noted by Chikazhe and Nyakunuwa

(2022). These researchers argue that continuous employee training encourages staff retention and boosts overall performance. This perspective is supported by Engel, Isaza, Motz, McManus, and Corsaro (2022), who highlight that supervision and management training equips police officers with vital skills and knowledge essential for their roles. Training programmes cover various areas such as effective communication, problem-solving, decision-making, conflict resolution, and leadership development. Understanding the effects of training on organisational performance is crucial, as performance gaps, conflicts, poor management of diversity, and lack of problem-solving skills can hinder organisational goals. Therefore, providing training not only to leaders but also to employees at all levels may be essential in addressing these challenges.

### **The difficulties associated with inadequate training and management**

The absence of a robust training policy presents a significant challenge for many organisations, leading to subpar training implementations (Mapunda & Masanja, 2022). Okioga and Minja (2022) underscored this issue in their study on the implementation process of training policy and professional development, highlighting the oversight by leadership and managerial positions in establishing sound training policies to regulate organisational training and developmental practices. This issue can be viewed from two angles: firstly, a comprehensive training policy outlines the implementation process and measures, and secondly, it facilitates monitoring and evaluation of training effectiveness. Prioritising the development of such policies within police institutions could lead to successful implementation of training programmes and address challenges hindering their impact. Literature widely agrees on the profound impact of training on organisations, often citing a lack of interest among leadership and management figures (Tabo, 2022; Nyambe, 2023; Shaalukeni & Hakweenda, 2023). These findings underscore the need for proactive

engagement by police supervisors in initiating training initiatives. Moreover, since resource allocation primarily falls under the purview of leadership and management in the police, disinterest in training matters may lead to inadequate financial resources, directly affecting the effectiveness of training interventions and subsequently, the performance of police personnel and the organisation as a whole. Another significant challenge identified is the lack of research (Pramesh et al., 2022) and benchmarking (Kahuria, 2018), hindering the effective implementation of police training programmes and their impact on organisational performance. Outdated training programmes may result in diminished effectiveness if they fail to align with the contemporary needs of the organisation. Conversely, conducting research and benchmarking enables the adoption and contextualisation of best practices from similar organisations, both locally and internationally, enhancing the impact of training on institutional operations.

## **RESEARCH METHOD**

In research, it is commonly acknowledged that the main methodologies for investigating phenomena are qualitative, quantitative, and mixed methods (Bryman & Bell, 2015). Given the limited information available in the specific field of interest, this study opted for a qualitative approach, as it allows for a deeper understanding of the phenomenon under study by involving individuals with expertise in the subject matter through interviews (Fouché et al., 2021). The research involved a total of ten participants, including the Station Commander, six Unit Commanders, one Charge Office Supervisor, and two Warrant Officers, all of whom attended a supervision and management course, except for the Station Commander. The study employed a non-probability sampling technique, specifically judgmental sampling, where the researcher used expertise to select participants meeting the specified criteria outlined in the sampling frame. This method partially addresses the limitations of qualitative non-

probability sampling, which often poses challenges in including every case from the population (Saunders et al., 2016).

Data collection involved face-to-face individual interviews as the primary method, allowing for direct interaction between the researcher and participants, which facilitated clarification of unclear questions and ensured the researcher understood the provided answers (Saunders et al., 2019). Secondary data was obtained by reviewing relevant literature. Thematic analysis was employed for data analysis, as it facilitated the identification of common themes within the provided texts, helping to clearly illustrate the status of the supervision and management course in the study area by determining the extent of agreement and disagreement (Vaismoradi & Snelgrove, 2019).

## **RESULT AND DISCUSSION**

This section presents participants' perspectives, organised into themes, which are further analysed in the discussion. The data were thematically structured to evaluate the impact of effective delegation on service delivery. Similar and distinct themes were merged based on participants' responses, as previously noted. To maintain participant anonymity following ethical guidelines, unique codes were assigned to each participant. These codes were **L1**, **L2**, **L3**, **L4**, and **L5**, corresponding to the first through fifth individuals interviewed, all holding leadership positions at Nkurenkuru Police Station, including the Station Commander and Unit Commanders. Similarly, codes **S1**, **S2**, and **S3** were assigned to the first, second, and third subordinate participants, specifically the Charge Office Supervisor and Warrant Officers responsible for charge office shifts.

### **What supervision and management training are undertaken at Nkurenkuru Police Station?**

The study identified three primary strategies for supervision and management training at Nkurenkuru Police Station:

### ***Theme 1: Charge Office Management***

**L1** highlighted, "During the specified period, a dedicated training programme was conducted to enhance the skills of charge office supervisors, covering topics such as managing high-stress situations and front-line operations."

**L3** mentioned, "The training initiative aimed to improve charge office management skills, ensuring effective coordination and responsiveness, using practical scenarios to simulate real-time situations."

Participant **S3** stated, "The charge office management training focused on optimising resource allocation, handling inquiries, and ensuring a smooth workflow."

### ***Theme 2: Cell Management***

All ten participants addressed this Theme, identifying it as a key training strategy to ensure that members are well-versed in supervision and management, not only at Nkurenkuru Police Station but across the entire Namibian Police Force.

**L2** explained, "Cell management training was a comprehensive programme covering aspects like inmate rights, safety protocols, and conflict resolution within detention facilities."

**S1** noted, "The training initiative included strategies for maintaining order in cells, de-escalating conflicts, and ensuring the well-being of detainees in police cells at Nkurenkuru."

**L3** stated, "Cell management training aimed to equip us with the knowledge needed to handle diverse situations within holding cells, emphasising the humane treatment of detainees."

### ***Theme 3: Station Tutorship***

According to participants, station tutorship is another supervisory training provided at Nkurenkuru Police Station, with participants offering insights into this Theme.

**L4** explained, "Station tutorship training was designed to enhance leadership skills among senior officers, enabling them to guide and mentor junior staff effectively."

**L6** elaborated:  
The impact of the implemented supervision and management



training on the performance of police officers at Nkurenkuru Police Station has been notable. Participants have demonstrated improved leadership capabilities, better coordination within teams, and an increased understanding of community-oriented policing strategies. This has translated into enhanced response times, improved community relations, and a more proactive approach to addressing local law enforcement challenges. Following the supervision and management training, significant improvements have been observed in areas such as crisis management, problem-solving, and task delegation. For instance, officers have displayed a greater ability to handle complex situations with composure, leading to quicker and more effective resolutions. Additionally, there have been reports of improved community engagement, resulting in increased trust between the police and residents."

**L7** mentioned, "The program emphasised creating a learning environment within the station, where experienced officers would offer guidance to newcomers, fostering a culture of continuous improvement within the station jurisdiction."

**S1** stated, "Station tutorship training focused on empowering senior officers to impart their expertise, ensuring the transfer of knowledge and promoting professional growth."

### **How does the supervision and management training affect the performance of the police at Nkurenkuru Police Station?**

Seven participants shared the perspective that the implemented supervision and management training has had a minimal impact.

**L2** shared, "While there has been some impact, it's fair to say that the training's influence on performance has been relatively limited. More emphasis on practical scenarios would be beneficial."

**L4** highlighted, "The training has had a minimal effect on performance. There's still a need for more targeted training to address specific challenges faced by police officers at Nkurenkuru Police Station."

**L7** detailed:

The impact has been somewhat minimal. The training content needs to align more closely with the practical challenges officers encounter daily. This perspective on the effectiveness of the supervision and management training at Nkurenkuru Police

Station suggests that while there might have been some positive effects from the training, they are not as substantial as hoped for. There is a disconnect between the theoretical concepts covered in the training and the practical situations police officers encounter on the job.

**S2** mentioned, "To a lesser extent, the training has influenced performance. However, its effectiveness could improve with more interactive sessions and real-world simulations.

### **What factors are obstructing the positive impacts of supervision and management training at Nkurenkuru Police Station?**

#### ***Theme 1: Limited Resources***

All participants recognised limited resources as a hindrance to attaining positive impacts.

**L2** stated, "The lack of adequate resources hinders the effective implementation of the training's outcomes, limiting its positive impacts."

**S1** mentioned:

Our inability to access necessary resources undermines the practical application of training, preventing us from realising its full benefits. A critical challenge related to the impact of supervision and management training at Nkurenkuru Police Station is evident. This challenge pertains to the availability and allocation of essential resources needed to effectively implement the training outcomes and maximise its positive impacts.

**L5** elaborated:

It should be understood that effective training does not exist in isolation; it requires a supportive environment with the necessary resources. Resources can encompass a wide range of factors, including financial support, equipment, tools, personnel, time, and support systems. When these resources are insufficient or inaccessible, the practical application of the skills and knowledge acquired during supervisor and management training becomes compromised. This has been the case at Nkurenkuru Police Station.

#### ***Theme 2: Inadequate Follow-Up Support***

Other respondents pointed out that inadequate follow-up support is one of the hindrances.

**L3** noted, "Without proper follow-up support, the training's potential benefits are not fully realised, hindering its positive impacts on the performance of the members and the police as a whole."

**S2** highlighted:

The lack of consistent follow-up and guidance after training limits the integration of new skills into our work routine. This points to a crucial challenge in the effectiveness of supervision and management training at Nkurenkuru Police Station. This challenge revolves around the post-training support and guidance that officers receive to successfully incorporate the skills and knowledge gained during training into their day-to-day work activities.

### ***Theme 3: Administrative Burdens***

Participants identified administrative burdens as a hindrance.

**L6** mentioned, "Administrative tasks arising from the training distract officers from attaining positive impacts, making it challenging to fully implement new strategies."

**S3** stated, "Administrative responsibilities overshadow the positive effects of training, preventing us from effectively applying new techniques."

### ***Theme 4: Resistance to Change***

Two participants recognised resistance to change as a hindrance to effectively realising the impact of supervision and management training at Nkurenkuru Police Station.

**L1** explained, "Resistance to adopting new practices by some officers obstructs the positive impacts that the training could otherwise have."

**S1** shared, "The reluctance of colleagues to embrace change limits the positive effects of the training on our work performance."

### ***Theme 5: Insufficient Integration of Training***

Other respondents expressed concerns about the insufficient integration of training.

**L4** said, "The training's positive impacts are hindered by its lack of seamless integration into our daily operations."

**S2** noted, "The training content doesn't align well with our actual tasks, impeding the positive effects of training on our performance. This is worsened by the absence of specific metrics on measuring or assessing the impact of the training on individual performance."

### ***Theme 6: High Workload***

Participants pointed out that a high workload hinders realising the impact of supervision and management training.

**L5** shared, "Our heavy workload prevents officers from fully utilising the positive impacts of training, limiting their implementation."

**S3** mentioned, "The demanding workload hampers our ability to consistently apply the positive impacts of training in our daily tasks."

## **What strategies can be implemented to ensure supervision and management training effectively enhances the performance of police officers at Nkurenkuru Police Station?**

### ***Theme 1: Regular Refresher Training***

Participants emphasised the importance of regular refresher training to enhance the impact of supervision and management training at Nkurenkuru Police Station.

**L2** stated, "Regular evaluation and feedback mechanisms can help identify areas where additional training is required."

**L7** advised, "There is a need to establish a regular schedule for refresher courses and training sessions to ensure that officers consistently receive updated information and skills."

**S1** note:

The underlying idea is that people tend to forget or become less proficient in skills over time. Regular refresher training helps police officers retain the knowledge and skills gained through

initial training programmes. Thus, regular training should be a central element of police planning to improve performance.

### ***Theme 2: Mentorship Programmes***

A significant consensus among eight participants highlighted the importance of identifying experienced police supervisors within the force to serve as mentors.

**L4** noted, "Pairing police officers with mentors to provide personalised guidance and support allows for the transfer of practical knowledge and insights that might not be covered in formal training sessions."

**L5** added, "Mentors can work with their mentees to create individual development plans that outline specific goals and areas for improvement, creating a structured path for career growth at Nkurenkuru Police Station."

**S1** clarified:

Establishing a regular cadence for mentor-mentee interactions ensures consistent support and guidance. These interactions provide a platform for officers to seek advice, share challenges, and discuss progress. Mentors should possess a proven track record of effective leadership and a genuine willingness to dedicate time to guiding their mentees.

### ***Theme 3: Cross-Station Collaboration***

Other participants noted that cross-station collaboration between police stations or sub-divisions in Kavango West Region could positively impact supervision and management performance.

**L1** stated, "Organising in-service training that involves representatives from other stations, sub-divisions, or units within the Kavango West Region can be helpful. This promotes the sharing of insights, best practices, and strategies across different duty stations."

**L3** added, "Creating cross-functional teams to tackle performance problems requiring collaboration among different police structures encourages officers to work together and find solutions leveraging their collective expertise."

#### **Theme 4: Creating a Feedback Loop**

Participants highlighted the need for a feedback platform from supervisors, peers, and subordinates to provide a holistic view of training impact and an officer's performance and areas for improvement.

**L5** elaborated:

Creating a system of anonymous feedback channels within a police station is a strategic approach to gather candid insights from other officers about various aspects of their supervision and management experiences. The core principle is to eliminate any barriers that might deter officers from sharing their genuine thoughts. Often, officers might hesitate to provide feedback openly due to concerns about potential repercussions, strained relationships with supervisors or the station commander, perceived negative consequences for their career, or personal conflicts. Anonymous feedback channels address these concerns by allowing members at Nkurenkuru Police Station to voice their opinions without revealing their identities, fostering an environment of trust and transparency.

**S1** added, "Ensuring that feedback received is not only collected but also acted upon demonstrates that the organisation values input and is committed to making necessary improvements."

**S2** noted, "Feedback should be used as a basis for refining training content, mentorship programmes, and management strategies over time. This iterative process enhances the relevance and effectiveness of these initiatives."

#### **Theme 5: Training Impact Assessment**

The majority of participants related to training impact assessment as a robust mechanism to ensure the effectiveness of supervision and management training at Nkurenkuru Police Station.

**L1** noted, "There is a need to conduct an initial assessment of officers' knowledge, skills, and performance related to supervision and management before the training begins. This serves as a baseline against which the impact of the training will be measured."

**L2** advised:

Throughout the training, data should be gathered on members'

engagement, participation, and their perceived value of the training content. This can be done through feedback forms, quizzes, or discussions. After the training is completed, there is an uncontested need to assess participants' knowledge acquisition, skills enhancement, and their ability to apply what they have learned to their roles as supervisors and police leaders.

**L7** elaborated:

Over a defined period, there is a need for supervision and management post-training to be evaluated in relation to changes in the job performance of the members. An impact assessment could include reviewing their handling of real-life situations during station operations, decision-making processes, and overall effectiveness in their police roles. Additionally, surveys or interviews with members who attended supervision and management training can gather qualitative feedback on how the training has influenced their approach to supervision and management. Seeking answers on the practical application of the training and any challenges faced is also crucial.

**S2** noted, "To feel the impact of the training, impact assessment feedback needs to be collected from supervisors and peers who work closely with the trained officers. This external perspective can provide insights into behavioural changes and improvements post-training."

## **DISCUSSIONS**

The primary aim of the initial study objective was to identify the supervision and management training initiatives conducted at Nkurenkuru Police Station between 2019 and 2022. Upon analysis, it is apparent that the training programs during this period were diverse and comprehensive. Specifically, the cell management and station tutorship programmes illustrate the station's commitment to enhancing both individual skills and broader law enforcement practices. A similar training programme, also titled supervision and management, is offered at the Israel Patrick Iyambo Police College in Windhoek, attended by both officers and non-officers, ensuring a well-trained, motivated, and equipped police force. The participation of individuals across various leadership and subordinate roles underscores the importance of these training programmes throughout the organisational hierarchy.

Moreover, the second study objective aimed to determine the impact of the implemented supervision and management training on police officers' performance at Nkurenkuru Police Station. The findings reveal that while some participants expressed optimism about the training's impact, citing improved decision-making, enhanced team coordination, and stronger leadership skills, a larger subset held a more moderate perspective. These participants suggested that while there was an impact, it remained relatively limited in transforming performance. They advocated for more practical and focused training to address specific challenges encountered regularly. These perspectives highlight the importance of tailored training programmes that address the diverse needs and expectations of participants, aiming for both improved performance and alignment with practical challenges.

Furthermore, the third study objective was to identify factors hindering the positive impacts of supervision and management training at Nkurenkuru Police Station. The study identifies common challenges, including limited resources, inadequate follow-up support, administrative burdens, resistance to change, insufficient integration of training, and high workload. Each of these challenges represents a distinct aspect affecting training effectiveness within the station and the broader NamPoL. These findings underscore the critical role of essential resources in translating theoretical knowledge into practical application, as well as the importance of continuous learning and guidance post-training for effective skill retention and application. Lastly, mechanisms to ensure supervision and management training improve police officers' performance at Nkurenkuru Police Station were explored. The study suggests several essential mechanisms, such as regular refresher learning, mentorship programmes, cross-station collaboration, creating a feedback loop, and training impact assessment. These mechanisms align with existing research, emphasising the importance of consistent performance evaluations and feedback systems, as well as the value of mentorship and collaborative problem-



solving. Training impact assessment, including comparing pre-training and post-training data, is highlighted as crucial for validating the training's effectiveness and informing ongoing refinement efforts. This iterative approach ensures the station remains adaptive and responsive to evolving needs, ultimately enhancing the effectiveness of police officers in their supervisory and management roles.

## CONCLUSION

The research explored the effects of supervision and management training on the performance of Nkurenkuru Police Station members in the Kavango West Region. The results indicate that while the training has an observable impact, its complete effectiveness is yet to be fully realised due to various factors, as outlined earlier. The analysis of these results underscores the combined influence of these challenges on overall performance. The interrelated nature of these issues suggests that addressing them in isolation may not yield the desired enhancements. Therefore, a comprehensive approach that addresses these challenges collectively is essential to maximise the effectiveness of the supervision and management training programme at Nkurenkuru Police Station.

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