GENDER BIAS AGAINST WOMEN IN POLICING: IS IT PERCEPTION OR A REALITY?

BY

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SIGNATURE PAGE

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DEDICATION

In memory of all of those who came before me and for the others that have left us too soon. Their encouragement and desire to see me succeed have been the building blocks in my life. It is these blocks that made me complete the journey they wanted to be involved in but were unable to see it to completion. You will always be in my heart and your memories will live on through the stories of your lives.

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TABLE OF CONTENTS

DEDICATION iv

ACKNOWLEDGMENTS v

ABSTRACT ix

CHAPTER 1: INTRODUCTION TO THE STUDY+ 1

Study Background/Foundation 3

Historical Background 5

Current State of the Field in which the Problem Exists 6

Problem Statement 9

Specific Leadership Problem 9

Purpose of the Study 10

Methodology and Research Design Overview 11

Population and Sample 12

Data Collection 13

Data Analysis 13

Research Questions 14

Study Limitations 15

Study Delimitations 17

Definitions of Key Terms 17

Summary 19

CHAPTER 2: LITERATURE REVIEW 20

Theoretical Framework 22

Social Role Theory 22

Gender Schema Theory 24

Bias Against Women in Police -Related Occupations 25

Workplace Environment and Stress 27
Implicit and Explicit Bias 28
Police Culture and Recruitment 30
Gender Performance in Male-Dominated Organizations 33
Summary 35
CHAPTER 3: METHODOLOGY 37
Research Method 38
Research Design 39
Instruments 41
Participants 42
Table 1 43
Rank & Years on Police Department 43
Data Analysis Methods 46
Limitations 47
Delimitations 48
Summary 49
CHAPTER 4: FINDINGS 51
Presentation of Findings: Experiences of Bias 52
Gendered Liabilities 53
Inequalities Despite Rank 55
Gender-Based Strategy 57
Presentation of Findings: Leadership, Discrimination, and Future Needs 61
Discrimination Longevity 61
Leadership Issues 65
Women vs. Women 70

Gender Mentoring and Networking 73

Summary 74

CHAPTER 5: CONCLUSIONS AND DISCUSSION 76

Discussion of Findings 76

Research Question 1: How do women police officers perceive gender bias in police departments? 78

Research Question 2: What gender inequalities in the modern workplace are evident for women police officers in the police department? 80

Research Question 3: How does gender discrimination endure within male-dominated organizations such as police departments? 82

Research Question 4: How are the issues women face in leadership positions within police departments a direct result of gender discrimination? 85

Application of Findings 88

Application to Leadership 89

Recommendations for Action 91

Recommendations for Further Research 94

Conclusion 95

REFERENCES 97

APPENDIX A 108

APPENDIX B 109

APPENDIX C 114

ABSTRACT

Gender bias—giving preferences to men over women—is a societal issue that affects the day-to-day lives of individuals in the workforce. This is especially true in the police force, where gender bias influences the recruitment of officers, interpersonal relations in the workplace, wage levels, and career trajectories. The objective of this study was to further explore the perception of bias that retired women who work in the police force feel had been levied against them by the organization and/or colleagues. In this qualitative, phenomenological study, women of all ranks on the force, including both uniform and civilian employees, in an urban police department in the Northeast were interviewed through purposeful sampling. Using thematic analysis, key themes from the interviews were identified that showed women on the force often experience gender bias in the form of: (a) gendered liabilities, (b) inequalities despite rank, and (c) gender-based strategies. Moreover, other themes are related to leadership, discrimination, and future needs to address gender bias in police departments were found and include: (a) discrimination longevity, (b) leadership issues, (c) women vs. women, and (d) gender mentoring and networking. The findings of this study can help generate new perspectives on how gender bias affects women in urban police departments and possibly provide a template to help these organizations redesign their culture to be more gender inclusive.

CHAPTER 1: INTRODUCTION TO THE STUDY

At the inception of police departments in the United States, women were either barred from attaining employment or given nonpatrol or field duties. It was not until the 1972 amendments to the 1964 Civil Rights Act that police departments were forced to eliminate discriminatory practices in hiring and job assignments (Dempsey et al., 2019). According to Dempsey, the machismo, police culture has caused women to experience discrimination-be it in treatment or advancement-on the job because of their gender. Now, lawsuits concerning discrimination in employment are brought under the equal protection clause of the 14th amendment or the Equal Employment Opportunity Act of 1972. Similarly, Title VII prohibits any discrimination in the workplace based on race, color, religion, national origin or sex. The Equal Employment Opportunity Commission (EEOC) was also established to investigate possible violations of the Equal Employment Opportunity Act of 1972.

Following these laws, the number of women in law enforcement increased and today women are assigned to all police functions (Dempsey et al., 2019). In 2018, in the United States, only 12.6% of full-time law enforcement officers were women while 87.4% were men. The FBI, in that same year employed 2,726 women officers while 10,900 officers were men (Duffin, 2019). Women accounted for an average of 18% of the officers among local police departments, with 2,000 or more sworn personnel. Among the largest police departments surveyed, the Detroit Police Department had the highest percentage of female officers (27%), while Philadelphia, PA had 25% and New York City, NY only had 17% (Langton, 2010).

Dempsey et al. (2019) stated that women have had a profound impact on the culture of policing since they bring their own skill set to a historically male-dominated culture. Many successful women in law enforcement have a solid work ethic, flexibility, and a strong sense of humor, and research has shown that women officers often use their communication skills to deescalate a situation rather than violent measure. Women have also been found to exhibit extremely satisfactory work performance and that women were more likely to receive support from the community than their male counterparts. Given recent protests against police brutality since the death of George Floyd, police departments are shifting their focus to nonviolent techniques. Thus, women's policing style could prove useful for the future of policing in the United States.

So, while the number of the women in the police force has risen over the last few decades, many women do not pursue or received the promotional processes in police departments often as they could. Part of this reasoning is owning to the fact that women feel that while they deserve to rise up the hierarchy, they do not feel that women are treated with as much respect as their male counterparts. While the lack of promotion might be perceived as a result of women's abilities due to their gender, researchers have argued that gender biases or the masculine culture of the police is a critical factor in the lack of women leaders in policing. For example, Dempsey et al. (2019) stated that women avoid high profile positions or ranks in order to blend in with the crowd.

The aim of this study is to measure the perception of bias that women (retired) on the police force, feel has been leveled against them by the organization. The objective is to interview women of all ranks on the force, including both uniform and civilian employees. Specifically, I will look at women in police departments in the Northeast. In

the sections that follow, I will outline the different aspects of this research study. First, I will review the historical background and foundation of the study, as well as the purpose of the study. Then I will discuss the general and specific problems of urban police departments, including leadership concerns. Finally, I will detail the research questions of this study and then methodology and design overview. I will conclude with the limitations and delimitations of this research study and provide a summary of the chapter.

Study Background/Foundation

Over the last 30 years, women have increased their representation in sworn positions within large (more than 100 sworn personnel) police agencies, rising to 12.7% in 2001 from a low of 2% in 1972 (“Equality denied,” 2002). Female representation in law enforcement in the United States has stagnated over the last 20 years at approximately 12%. This may be due to the fact that the old stereotypes associated with women are defended be the elements of some police departments and a male dominated culture and environment (Roman, 2020). According to the U.S. Department of Justice (DOJ), Bureau of Justice statistics, in 2008 women comprised of just 15.5% of all sworn federal law enforcement officers, a decrease from 16.1% in 2004 (Reaves, 2012).

In 2000 and 2001, this slow increase has stalled and possibly even reversed. In the first three Status of Women in Policing Surveys conducted by the National Center for Women and Policing (NCWP), a slow pace of increase was seen in the representation of sworn women from 13.3% in 1997, to 13.8% in 1998, and 14.3% in 1999 (“Equality denied,” 2002). Then in 2000, the figure declined to 13.0% and continued to backslide in 2001 to 12.7% (“Equality denied,” 2002). At best, this pattern can be seen as a stall in the

glacial pace of progress for women in policing. At worst, it demonstrates that women are actually losing ground in their representation within sworn law enforcement.

The women who are on the force are concentrated in the lowest tier of sworn law enforcement positions. Women hold 13.5% of line operation positions, but their numbers rapidly decrease in the higher ranks to 9.6% of supervisory posts and 7.3% of top command positions ("Equality denied," 2002). Over half (55.9%) of the agencies surveyed by the NCWP reported having no women in top command positions, and of those with some women in top positions, the large majority (87.9%) reported having no women of color in top command positions. The representation of sworn women in the various rank's contrasts with that of their male colleagues. When women are measured as a group and race is not a contributing factor, within sworn law enforcement, 85.4% are in Line Operations, 13.2% are in Supervisory positions, and 1.5% are in Top Command. By comparison, 79.4% of the men are in Line Operations, 17.8% are in Supervisory positions, and 2.8% are in Top Command. Clearly, women are disproportionately represented in the higher tiers of sworn law enforcement when compared with men ("Equality denied," 2002).

In conjunction with the lack of progress in hiring and retaining women, police departments are also having issues with discrimination—including how women are treated in the police force by the organization as well as their peers. Long (2019) found that gender bias limits the roles or assignments women can attain, which in turn can lead to low self-esteem and retainment for women. There is also an estimation that 50% to 75% of women have been subjected to some form of sexual harassment or bias within law enforcement in the United States (Lonsway et al., 2013). The study conducted by

Price (1996) revealed that the presence of discrimination in the workplace was identified by over 50% of women in urban police departments. This study also indicated that women in urban policing express cynicism about policing as a career and anger towards their department and their job. Women cited the following as the main reasons for their unhappiness with police work: (a) that they are not valued within the department, (b) that they are discriminated against in work assignments and promotions, (c) that departments lack appropriate facilities for them, and (d) that they have to endure the negative attitudes of men towards them.

Thus, other than the normal stressors that all law enforcement faces, women must deal with additional considerations and stressors in their careers. These include a lack of mentorships, isolation due to the lack of women peers, as well as gender bias and sexual harassment to name a few. Until law enforcement agencies enact policies and practices designed to recruit, retain, and promote women, gender balance and equity in policing will remain a distant reality.

Historical Background

Within society, social norms determine what is socially acceptable and these guidelines evolve as a result of everyday interactions or the changing needs of a given period. Such prescribed norms, for example, affect what jobs are acceptable for women and men. When women began working outside the home, they took jobs such as nurses, schoolteachers, and secretaries. These kinds of jobs (not seen as careers) were both reflective and reproductive of stereotypical gender roles for women. Policing, on the other hand, was originally created to control crime and disorder through what could be classified as corrupt and brutal behavior (Dempsey et al., 2019.) As such, it has

historically been reserved for men because it is perceived as a dangerous and physically demanding job (Deans, 2013).

The perception of violence that permeates police departments and the overall assessment of women as the weaker gender has created an understanding that women would be more of a liability than a valuable addition to the police force. It is because of these social norms and roles that women who choose to enter law enforcement are often at a disadvantage, making assimilation difficult and stressful. The struggles women officers face in police culture have been exemplified with continuous resistance from male colleagues, and the gender-specific barriers inhibit women officers' full integration into police organizations.

Current State of the Field in which the Problem Exists

Although women have made great strides in equality in the public sphere, gender bias is an ongoing issue that needs to be addressed, not only within organizations but societally as well. *Gender bias* refers to the differential treatment of individuals based on their gender and is found in many environments and cultures (Salkind, 2008). Based on this bias, men and women are often assigned different obligations within the family structure and receive unequal treatment in the workplace (Salkind, 2008). Throughout history, the norms indicate that women are delegated to taking care of the children and preparing meals, while men are the ones that work to help take care of the family financially. More recently, women are working the same jobs as men but the obligations regarding family have not changed that drastically. Maternity leave, sick time and childcare issues are still, based on societal norms, directly correlated to women and not men. Parker (2015) states that women most often are the ones who adjust their schedules

and make compromises when the needs of children and other family members collide with work. Additionally, the fact that mothers were much more likely than fathers to report experiencing significant career interruptions in order to attend to their families' needs. Pew Research Center survey (2013) indicates that while women represent nearly half of the U.S. workforce, they still devote more time than men on average to housework and childcare and fewer hours to paid work (Parker, 2015).

Addi-Raccah and Ayalon (2002) stated that gender inequality in appointments to managerial and supervisory positions in organizations is a well-known phenomenon. This manifestation has shown that gender is one of the most important criteria that determine the employee's position in the workplace. Since women are less represented in managerial positions, occupy a lower position in the organizational hierarchy, and are less involved in decision-making, they are given less authority, autonomy, and control in the workplace. Based on these factors women's prospects of promotion are different from those of men with similar education and status.

Although women's participation rates are gradually approaching those of men there is still a gender gap in labor force participation which means the difference between male and female participation rates. Overall, this gender gap stood at 27% in 2018, compared with 29.1% in 1990. Yet this gender gap is even greater when it comes to the global representation of women in leadership positions. Women held under a quarter (24%) of senior managerial roles across the world in 2018. They are still underrepresented as directors or in the position of maximum responsibility. The number of women leading organizations has always been relatively small. Currently there are

only 29 female heads of state and government and just 24 female CEOs among the 2018 Fortune Global 500 companies (Campos-Garcia & Zuniga-Vicente, 2019).

Nadler and Stockdale (2012) describe the *glass ceiling* as a concept where social and cultural biases against women that are pervasive in society impede women's advancement. These impediments are reflected and reproduced by the media, families, and peers, as well as the expression of gender-related values that affect women's career decisions. These biases, in turn, can restrain their advancement in the workplace in relation to men.

According to Nadler and Stockdale (2012), the literature available on the topic of gender bias against women indicates that it is a long-term issue that needs to be addressed worldwide. The data gives a small glimpse of how women are perceived in police departments and offers ideas as to how to amend how women are treated. Upon being hired, the police culture and socialization process is important to new recruits. For women officers it is a constant balancing act between their more feminine characteristics, such as compassion and their more masculine traits such as assertiveness. Women have to walk the fine line to not appear to be too weak but also not to appear to bossy if they behave more masculine. Women are also a target for workplace harassment which can be an organizational sense of being unwelcome to inappropriate jokes, and posters. There are also subtle forms of harassment in areas like assignments, shifts and equipment. Future research, Nadler and Stockdale stated, is needed to bridge the gap between gender bias and real-world discrimination to provide guidance on workplace interventions.

Problem Statement

Historically, police departments are male-dominated organizations. In the U.S. in 2018, only 12.6% of full-time law enforcement officers were women, while 87.4% of law enforcement officers were male (Duffin, 2019). Besides representation, women in law enforcement face other challenges, such as workplace harassment and bias. These challenges are prevalent throughout recruitment and the hiring process, in the rules regarding dating, pregnancy and family issues, and continue in terms of gaining acceptance within the policing hierarchy (Dempsey et al., 2019). There is a need to alter the mindset of police departments. These organizations need to evolve and align with the growing changes in society. If the issue of gender bias is ignored, it will have an adverse effect not only on the employees but the community it serves. If the police department does not respect their female employees in the same manner as their male counterparts and allows gender bias to continue, society will continue to lose faith in the police department.

Specific Leadership Problem

To attain these leadership roles, Eagly and Carli (2007) stated that women need to negotiate complicated arrangements that present various kinds of obstructions that were expressly designed to discriminate against women. In male-dominated organizations, like the police force, little is known about the competencies required to succeed in environments shaped by male leadership style (Esser et al., 2018). To assist in the integration of women into male-dominated occupations, and those who lead them, an understanding of gender-based barrier moderators are needed to increase the recruitment, promotion, participation, retention, and integration of women. The leadership of the

organization must examine the barriers for female leaders and determine why this issue of gender disproportionality persists and what can be done to break down these barriers. The general problem to be addressed in this study is that there is a bias towards women in police departments in the United States, but I will look at this problem in a specific police department in the Northeastern part of the United States. In the U.S., gender bias leads to the lack of advancement and a disproportional number of men in leadership roles in police departments. Specifically, this problem is seen in a large, urban city in the Northeast police department where women are not advancing as quickly as their male counterparts, leading to disproportionality in top leadership within the department. The agenda of this study is to explore the perceptions—the awareness of events by means of the senses that enable individuals to organize and interpret events into meaningful knowledge ("APA dictionary of psychology," 2020)—of women police officers on the topic of gender bias in policing. Another facet of this study is to look at what length women have endured gender bias and what measures could be taken to ensure that this type of discrimination does not continue. I will also investigate the different attributes of a police department in the Northeast to investigate the culture and possible gender bias polices within the organization.

Purpose of the Study

The purpose of this qualitative research study is to delve into the perceptions about biases women have faced in the police department. Perception is the process of becoming aware of events by means of the senses, which includes recognizing, observing and discriminating. Perception enables individuals to organize and interpret and event

into meaningful knowledge and to act in a coordinated manner ("APA dictionary of psychology," 2020).

To do that, this study investigated the perception of gender bias women feel has been leveled against them by a police department in the Northeast. With the data collected, the hope is the research can supply police leadership with information to help change the barriers still present in today's police department. This in turn, can help equalize the system in place and offer alternative ways to integrate women into male-dominated occupations. Additionally, it can offer the leadership and male officers' guidance on how to interact and treat their female counterparts, as well as offer acknowledgement to the benefits of having women in all ranks of police departments. Thus, this research can contribute to future organization by not only helping understand how gender is a part of leadership, but also how gender contribute to workforce and organizational effectiveness (Stelter, 2002). With these findings, the hope is not only help alter the way women are treated in the policing organization but other male-dominated occupations.

Methodology and Research Design Overview

The chosen methodology is qualitative. Qualitative research emphasizes the careful and detailed description of social practices (Creswell, 2014). Qualitative researchers stress the socially constructed nature of reality, the relationship between the researcher and what is studied, and the situational constraints that shape the inquiry (Bangani & Vyas-Doorgapersad, 2020). The research design being used for this study is phenomenology. Phenomenological research is an in-depth process grounded in the

systematic study of subjective experiences, and seeks to make sense of the world and individuals through experience (Shudak, 2018).

A phenomenological design can be beneficial to the topic of gender bias against women in urban police departments. This research in this study inquired into the lived experiences of 13 women within the police department and the phenomenological genre requires personal and interactive interviews that center on personal experience. By using interactive interviews, whether in person or via the internet, insight into how gender bias affects women in urban police department was gained. This data in turn provided a template to help address issues of bias and implement changes within organizations to redesign the way it interacts with and promotes women.

Population and Sample

The sample respondents/participants who volunteered for this study were women who were employed by a large urban police department in the Northeast. The gender demographics of the large urban police department in the Northeast demographically is currently 83% male and 17% women. This sample represents the larger population since based on these percentages using the targeted sample size is relative based on the denominator of 100. The criteria for selecting the participants were for them to be women that have been employees of a large urban police department in the Northeast. These women will be accessed via a one-on-one interview using purposeful sampling. These women will be chosen through convenience sampling by drawing on my contacts within the police department. I contacted these participants through personal interactions at police functions or phone calls. My first contact was calling someone I have known for over 20 years. Regardless of the fact that some of the individuals being interviewed are

acquaintances, I do not believe that the data was skewed in one direction or another because the participants do not know the goal of the study. Also, because police officers are extremely guarded people who often will not offer personal information easily, my relationship with some of the participants helped me gain trust and greater sight into gender bias in the police department. The target sample size was 10-20 individuals, with the end number being 13.

Data Collection

Interviews were used to collect the data. The interview process identified the first-hand experiences of the participants as women in police departments. These interviews were done on an individual basis, either in person or virtual, depending on what the participant prefers. These settings allowed individuals to speak freely in a safe environment, while maximizing the flow of information regarding how women felt bias was leveled against them in police departments. These interviews used a semi-structured interview with open-ended questions. Based on the answers from each individual there were sometimes follow up questions to clarify a previous statement. Questions in the interview covered inequalities and harassment on the job, as well as whether gender has played a part in their advancements within the police department. The interviews were recorded and because of COVID-19 face-to-face interview were not feasible, so all the participants answered questions via the telephone san one which was done on Zoom, a telecommunications application that specializes in providing video-chat. For more detailed information on data collection, see Chapter 3.

Data Analysis

Within a qualitative research study, there is an organizational need to locate patterns and themes to then be coded and indexed. By identifying the different patterns and themes from the recorded interviews, the research questions were answered. This was accomplished by using applied thematic analysis. Applied thematic analysis identifies key themes in the research and transforms them into codes. Combining applied thematic analysis with phenomenology, which focuses on subjective human experiences, can be used to find solutions to real world problems (Guest et al., 2012).

Applied thematic analysis situates the coding process in the realm of evidence rather than data. The inductive approach, which starts with the observations and themes and aims to generate meanings from the data collected, can conclude that the thematic analysis is data driven and can focus on identifying and describing both implicit and explicit ideas within that data (Guest et al., 2012). Based on the interviews, I identified the common ideas and/or patterns that came up repeatedly and generated codes. From this information, I created the themes that were used to generate the data. After completing the transcription of the evidence, and using applied thematic analysis of the data, a stronger foundation for linking ideas and evidence through the use of theories and constructs was developed. The analysis can help develop a plan to redesign the way the police departments interact and promote women.

Research Questions

The purpose of this qualitative research study was to explore women police officers' perceptions of gender bias against women in a police department in the Northeast. The research questions posed for this study were:

1. How do women police officers perceive gender bias in police departments?

2. What gender inequalities in the modern workplace are evident for women police officers in the police department?
3. How does gender discrimination endure within male-dominated organizations, such as police departments?
4. How are the issues women face in leadership positions within police departments a direct result of gender discrimination?

The overarching goal of these research questions was to give insight into how gender has operated in police departments. By investigating gender bias against women in male dominated occupations, such as policing, the hope is that this study provides insight into how these bias perceptions regarding gender can be altered for future generations of women who will enter these organizations.

Study Limitations

The limitations of this qualitative study are researcher bias, using one police department, and the time restraints of personal interviews. In a qualitative study, the researcher is an instrument and part of the methodology (Marshall & Rossman, 2016). A researcher in the traditional sense is supposed to maintain neutrality during the interview process. However, when the researcher is only going to be present in the participants' life for a short period of time the need to build a trusting relationship thereby becoming more personally involved and may inadvertently add their personal insight into the research. Personal interviews while having their own set of limitations are necessary in order to uncover and describe the participants' perspectives on the topic and the social realities of the issues at hand (Marshall & Rossman, 2016). Another limitation with interviewing

virtually or on the telephone is that people may react or answer differently as opposed to having it in person.

One way to reduce bias other than owning it is to make sure that the questions asked in the interview would not be leading as well as to not allow my own experiences to influence the research and the responses gathered in the data. Marshall and Rossman (2016) stated that when biases are out in the open, they are more manageable, and the reader can assess how those elements affected the study. Another potential option to reduce researcher bias is to use respondent validation (also known as member checks). This allows the participants to read through the data and analyses to provide feedback on the researcher's interpretations of their responses. This will also allow the participant to challenge assumptions and helps the researcher to check for inconsistencies and provides them an opportunity to re-analyze the data (Anderson, 2010).

Interviews can also be limiting since they are time consuming and need to be done efficiently and accurately. Interviews are difficult to organize and can last different lengths based on the participants. Included in this are the recent events regarding COVID19 and the need for social distancing and personal safety. The ability to interact with women officers was limited because of their overwhelming need to be at work more often than usual. Using Zoom allowed me to interact with a participant be in the "same" location. I also ensured the accuracy of the interview by using only one specific, large, urban police department and also focus on a variety of ranks and demographics within the police department allowing for a more distinct study.

Study Delimitations

The delimitations of this study are focusing in on one specific police department rather than numerous urban police departments. While this may limit or impact this study since the nature of this topic is sensitive in nature, attaining valuable and honest feedback would be difficult if there was no connection (not necessarily personal just the camaraderie of being a retired NYPD officer) between me and the participants in the study. Therefore, the findings and results may not necessarily generalize to other subjects, locations, or future time periods.

Definitions of Key Terms

The following are terms that will be used throughout the study. It is important to clarify them since they will assist in the understanding of the unique words found in this study.

Bias is a particular tendency, feeling or opinion about a particular social group. It is either favorable or unfavorable (Merriam-Webster, 2020).

Civilian- a civilian within law enforcement is a person who is a member of the police department but are not armed ("Discovering policing," 2018).

Discrimination is the unequal treatment of persons based on their race, religion, national origin, gender, or sexual orientation (Dempsey et al., 2019). *Gender* is defined as women and men but it is not a simple reflection of natural sex differences. It is a product of a social process that is shaped by the behavior of families, schools, workplaces or other social environments (Pearse, 2017).

Gender bias is a social preference for, and positive behavior toward people of one gender over another. It is visible in an individual's actions, and beliefs but is also

embedded in social life and institutions such as families, schools, and the workplace (Pearse, 2017).

Gender bias is the tendency to prefer one gender of another. In particularly a variety of stereotypical beliefs about an individual based on their gender, as related to the differential treatment of women and men ("APA dictionary of psychology: Gender bias," 2020).

Patrol is the act of walking/ driving around or through an area in order to make sure that it is safe. A person performs such an action (Merriam-Webster, 2021).

Police Department indicates a specific police department such as the New York City Police Department (NYPD).

Police force encompasses all law enforcement agencies such as Federal, State and City agencies as well as sheriff departments and county police. Examples would be the NYPD, Nassau County Police or Suffolk sheriff department.

Police officer- is the term used when an individual's job is to enforce the laws. In most countries "police officer" is a generic term not specifying a particular rank. Other terms used would be officer, policeman, policewoman or a uniformed member of a police department (Merriam-Webster, 2021).

Precinct is any one of the sections that a city is divided into for organizing the city's police force. A police station is a structure and is considered a precinct (Merriam-Webster, 2021).

Woman is defined in this study as a cisgender female who identifies as a woman (Merriam-Webster, 2020). For the purpose of this study, "women" is a gender-identifier and "female" refers to one's biological sex.

Summary

The purpose of this qualitative, phenomenological study is to investigate gender bias against women in a large urban police department in the Northeast. Using interviews, this research examines the lived experiences of 13 women within one police department. One of the future prospects in policing seeks to improve recruitment and retention of women in policing. To do this, departments must attempt to understand the potential nature of police culture as male-dominated and sexist. The departments must implement policies and practices that are not discriminatory. They must also make police work attractive to women and minorities (Novak et al., 2016). The results hopefully provide a template to help urban police departments decipher and help redesign the way police departments hire, interact with, and promote women.

The following chapter contains a literature review. This chapter is an overview of literature regarding gender bias and discrimination in policing, but also organizations broadly. Included in this chapter are also two theories, social role and gender schema theory, which will serve as a guide to build and support the research study.

CHAPTER 2: LITERATURE REVIEW

Gender bias is a social and cultural preference for people of one gender over another (Pearse, 2017). In the patriarchal culture of the U.S., gender bias most often involves giving preferences to men over women, which contributes to the gender bias *against women* within society, but especially within the workplace. Throughout history, women have had to fight against gender bias and for their right to vote and work outside the home. Gender biases against women has led to gender disparities in leadership positions in the workplace and this remains a pressing issue through different organizations. Women are still fighting for equal pay and may types of positions within certain organizations (Eagly & Wood, 2012).

Perceptions, attitudes, and gender stereotypes of both women and men can play a role in gender biases against women and in the culture of the organizations. Gender biases are visible in individuals' actions, thoughts, and beliefs in private and public institution, such as using vulgar language, inappropriate jokes, or lack if inclusions within the workplace. While the number of women on boards of directors or in top management positions has increased in many sectors over the past few decades, women are still underrepresented at the highest levels of the corporate hierarchy across the world. In the Deloitte report, Campos-Garcia and Zuniga-Vincente (2019) stated that in the organizations the proportion of women on boards/management teams is still far from 50%. Of the percentages in female board representation, some of the lowest rates were in South Korea (2.5%), Japan (4.1%), Morocco (4.3%), the Russian Federation (5.8%), Mexico (6.0%), and Chile (6.5%), and some of the highest rates in Norway and France (40%), Sweden (31.7%), Italy (28.1%), Belgium (27.6%), and New Zealand (27.5%).

Yet, in most countries, including the U.S., the percentages ranges between 10% and about 20%. Peru (10%), China and Singapore (10.7%), Turkey (11.5%), the United States (14.2%), Switzerland (14.8%), Spain (16.3%), Ireland (16.5%), the United Kingdom (20.3%).

Beyond representation, gender bias also influences the recruitment of workers, interpersonal relations in the workplace, wage levels, and career trajectories (Pearse, 2017). Nadler and Stockdale (2012) stated that the *glass ceiling* concept- the idea that women can see the top positions but cannot reach them-capture the idea that certain bias barriers impede women's advancement. Some of the barriers are reflected by the attitude of the media, families, and peers, as well as gender-related values that affect women's career decisions. The values are often based on the stereotypes of what society believes women should be, child rearing considerations, and family responsibilities. It is because of those stereotypes that in turn can restrain women's advancement in relation to men.

Gender bias in government institutions, namely urban police departments, is the focus of the proposed study. Women in the police force experience a number of unique challenges and gender biases. Closer attention needs to be paid to the biases and culture within the police departments. Future research, Nadler and Stockdale (2012) stated, is needed to bridge the gap between gender bias and real-world discrimination to provide guidance on workplace interventions. Thus, addressing gender bias can help augment the perceptions of women within government agencies, including police departments.

This chapter contains a review of literature applicable to the purpose, problem statement, and research questions of the study. The review of literature will highlight studies that have already advanced concerns regarding gender bias in the workplace, as

well as highlight the gaps in the literature regarding this application in government, specifically, urban police departments, in the United States. The literature analyzes bias against women in urban police departments, as well as how the perceptions and attitudes of both women and men can play a role in the biases and organizational culture. The focus areas of the literature review will be: (a) social role and gender schema theory (b) leadership and workplace environment (c) explicit and implicit bias (d) discrimination.

Theoretical Framework

A theoretical framework is the structure and vision of the study. It serves as a guide to build and support the research study (Grant & Osanloo, 2014). The theoretical framework outlined here provides a well-supported foundation of research to conduct my study and helps the reader understand the perspective adopted in this study. In the following section's social role theory is reviewed because it considers social norms and how women and men are expected to behave in society. Gender schema theory is also described because it suggests that people look at gender based on how society dictates gender expectations. Together both of these theories can show how gender bias is ingrained in society based on the norms and culturally acceptable practices, which in turn limits how women are treated in urban police departments.

Social Role Theory

The theoretical foundation for the study is the social role theory. This theory originated as an effort to understand the causes of sex differences and similarities in social behavior (Eagly & Wood, 2012). In the basic sense, sex is biologically determined and gender is culturally determined. Sex is the sum of those differences in the structure and function of the reproductive organs on the ground of which being are distinguished as

male and female. Gender can be thought of as the behavioral, cultural, or psychological traits typically associated with one sex. Gender should be used to refer to a person's self-representation as male or female, or how that person is responded to by social institutions on the basis of the individuals gender presentation (Togrimson & Minson, 2005). Social role theory invokes the construct of gender roles. Stereotypes or gender roles form as people observe female and male behavior and infer that the sexes possess corresponding dispositions that they then ascribe to gender (Eagly & Wood, 2012). In other words, the differences and similarities in behavior reflect gender roles belief that in turn represent people's perceptions of men and women's social roles in society. Not only is sex the personal characteristics that provide the strongest basis of categorizing people but also the stereotype about women and men that are easily and automatically activated (Eagly & Karau, 2002).

Gender roles are an important part of the culture and social structure of every society. Eagly's social role theory revolves around the roles women and men are expected to adopt in society. At the core of the theory are societal stereotypes about gender. The stereotypes or gender roles beliefs form as people observe female and male behavior and infer that the sexes possess corresponding dispositions (Eagly & Wood, 2012). The gender roles have universal effects. Not only is sex the personal characteristics that provide the strongest basis of categorizing people but also the stereotypes about women and men that are easily and automatically activated (Eagly & Karau, 2002).

Social role theory also considers the behavior of women and men in an organizational environment where they act under the influence of specific occupational

roles along with gender roles. When women enter male-dominated organizations, they contend with the cultural incongruity between people's beliefs about what it takes to excel in those roles and stereotypes about the attributes of women (Wood & Eagly, 2010). For example, according to Deans (2013), women have had to alter their behavior to fit in with the male dominated culture and to adopt the traditional masculine role in the police department. In spite of this fact, by assimilating they are negatively labeled as butches or are seen as less feminine by other officers. The label negates their ability to advance into higher ranks of law enforcement despite the fact that women have demonstrated their aptitude for police work and correlating assignments. Thus, social role theory provides insight into the factors that might affect how women and men perceive both themselves and the opposite sex or gender, as well as the ability to be effective in nontraditional roles based on gender.

Gender Schema Theory

Gender schema is a social cognitive theory about how people in society become gendered from an early age and the impact of the gendering on their cognitive and categorical processing throughout the lifetime (Starr & Zurbruggen, 2016). Gender schema theory, Bem (1981) indicated that gender schematic people are more likely to divide their world and regulate their behavior based on gender. The regulation of behavior based on gender is done based on the ways in which society creates and enforces the categories of gender.

For example, gender schema theory provides insight into how society can affect how individuals make their life choices. The choices can be what schools or education is attained, whom they marry, where they work, and so on. Within society, there are

jobs/careers that, based on societal expectations, are predetermined to be male or female. Fireman, police officer and construction workers are positions designated by men. While teachers, nurses, and librarians are designated for women. While the designations are not necessarily always the case, social values do affect the choices individuals make regarding their future roles in the workplace. Bem (1981) stated that society should stop projecting gender into situations irrelevant to genitalia. Bem's work offers a way to alter how individuals interact with women and men.

Leadership positions—in corporate, political, military, and other sectors of society in general—have also often been prescribed for men. Although women have gained increased access to supervisory and middle management positions, they remain quite rare as elite leaders and top executives (Eagly & Karau, 2002). Gender schema theory will be useful in examining why women are not equal in leadership positions within a large urban police department in the Northeast. Both social role and gender schema can also give insight into how and why these roles still play in today's society and how they alter the way women and men interact.

Bias Against Women in Police -Related Occupations

Over the past year, there has been, and continues to be, a focus on the violence within the criminal justice system and calls to defund the police. At the same time, across the U.S. more and more incidences of high-ranking women within some urban police department resigning or retiring from their positions. For example, several women police chiefs in the New York City Police Department (NYPD) have recently been forced out of their prestigious assignments within the department for less high-profile jobs (Denney & Sheehy, 2019). These women, Denney and Sheehy (2019) stated, were the department's

only female three-star chiefs when they were told to clean out their desks within the week. The motivation, the women claim, is that the current police commissioner is not looking for leaders but followers, those that would maintain rather than innovate. By changing the assignment of the only women three-star chiefs in the NYPD it is indicative of the culture that women are not essential. It can also be considered to be a message to other women that do not follow the unwritten rules of the organization. Another recent incident involved a former three-star chief who claimed that she was discriminated against because of her gender, when the police commissioner refused to consider her for promotion, which was the typical career trajectory for someone in her position (Feuerherd & Moore, 2020). Instead, the commissioner demoted her to a position that was currently held by a civilian. Based on other statements and events in the case, it was determined by this high-ranking woman that she would never be given promotion opportunities solely because of her gender and resigned. Police Commissioner Shea's apparent disregard for women holding top positions in the department became clear when she attended a transition meeting in 2019. This is part of her federal lawsuit against the commissioner and the NYPD. She is seeking a jury trial and a judgment that will force Shea and the city to admit that that violated the equal protection rights of women with the suit. This is just a glimpse of how police leadership has a lack of respect for top-tier women employees.

The departure of women within law enforcement has been consistent with a lack of leadership opportunities and the inequalities women face in leadership positions. Nevertheless, women at all levels within police organization face bias, the different levels of bias exist depending on the wanton disregard of professionalism and respect

individuals feel they can levy against women. This section will review stressors from women in the workplace environment, as well as bias in police culture and recruitment. It will also cover the established pattern of bias, both explicit and implicit, women police officers face on a regular basis. Included in this section will be information regarding subtle discrimination, gender bias, and social identity.

Workplace Environment and Stress

Morash et al. (2006) stated that stress, which results from a negative workplace environment and interactions at work, has been recognized as a major problem for police officers. Regardless of legislation that has allowed for more opportunities for women in policing, there still make up only a small percentage of law enforcement. As a result, women in policing are considered members of a *token* group and will have different experiences and/or stressor in the workplace than men. Therefore, while all officers suffer from high stress levels and tend to have both physical and mental ailments, there are certain stressors that are unique to women police officers in comparison to men.

According to Morash et al. (2006), some of these experiences/stressors include: disapproval of women officers by fellow male officers, male coworkers demanding that the women officers prove themselves, and a lack of mentoring for women police officers in departments. Workplace issues related to how the organizations functions, such as the promotion process, harassment, problems with racial bias, as well as women feeling invisible were also significant predictors of stress. However, the strongest predictor for stress was dealing with bias by coworkers. The officers reported that they spent a lot of time and energy dealing and helping others coping with this kind of bias and prejudice.

Several other research studies identified unique stressors for women police officers. Dowler and Arai (2008) examined how the traditionally male-dominated field of policing may create increased obstacles for female officers in a study that examine gender differences in the perception of gender discrimination and in levels of stress. Like Morash et al. (2006), the findings further suggest that female officers experience higher levels of stress. Female officers, they argued, are exposed to additional stress created by the male-dominated police environment, and they also encounter significant resentment and resistance by male coworkers, supervisors, and administrators. (Dowler & Arai, 2008). The results also indicated that male and female officers have conflicting attitudes about the amount and nature of gender discrimination within police work. Additionally, the results indicated a relationship between perceptions of gender-related jokes and stress levels for females (Dowler & Arai, 2008). Both Morash et al. and Dowler and Arai's show that stress is a significant issue for female officers, but more than that, this stress if often caused by gender bias or discrimination—a stress their male counterparts do not often encounter. By understanding the influence of stress on different women and the gender bias that creates it, researchers can develop interventions that could reduce the workplace problems (i.e., gender bias) related to stress. In order to fully understand gender bias, researchers must examine the how that bias is expressed: through explicit and implicit means.

Implicit and Explicit Bias

The unique workplace environments and experiences women police officers face can be a direct result of both explicit and implicit bias. Implicit biases are the hidden preferences of individuals that are so ingrained in their subconscious the individual is

unaware they have them (Liber, 2009). Implicit biases are influenced at an early age by families, friends, and what an individual see and hears around them (Liber, 2009). Which in turn contributes to explicit bias. Explicit bias is an expressed bias towards a specific race, gender, or sex orientations (among other things), through open and outwardly spoken and/or written actions (Clarke, 2018). Liber argued that implicit and explicit bias help augment the inequalities between the genders and facilitates stereotyping, prejudice, discrimination, and bias, especially in the workplace.

Nadler (2010) examined the similarities and differences between explicit and implicit gender bias in the workplace. The study also examined how prejudice affects decision-making regarding conscious and unconscious bias against men and women. Nadler's study conducted three studies represented focus on expanding the understanding of gender role expectations on workplace appraisal. The results of this study concluded that hostile sexism had a strong positive relationship with gender authority and was related to gender roles. These relationships within sexism are a rejection of women in authority, endorsing traditional gender roles, and are connected to the rejection of the egalitarian views of women.

Nadler's (2010) examination of how bias against women effects their ability to gain employment and promotions also reflected how perceived discrimination could add to the stress level of women. Nadler and other researchers included in this section provide a foundation significant for my research because it shows how both types of biases affect women in the workplace. It also showed that even with the laws in place to combat theses biases there is still more work to be done to ensure equality in the workplace.

Police Culture and Recruitment

Women in today's society face social, economic, and personal issues that men do not have to deal with. Women in law enforcement also face additional issues when dealing with recruitment, gender bias, and discrimination, working conditions, as well as retention issues and the lack of mentorship (Wilkinson & Froyland, 1996). Wilkinson and Froyland stated that the role of women police has changed over the years. So, while on the surface there are no barriers to employment and promotion for women in police services, it is not reflected in the number of women police officers and their promotions.

For example, a study conducted by Heilman (2012) showed how typical gender stereotyping can promote gender discrimination by creating an environment that allows for adverse achievement expectations. These gender stereotypes not only affect how women are evaluated by others but how they evaluate themselves. By being too hard on themselves, women tend to believe that they are not good enough to handle male gender jobs. The negative perception of themselves feeds into women's career choices, Heilman stated, and the lack of confidence on one's own competence will project a less than willingness to put themselves forward and take risks. The lack of confidence can have a corrosive effect on women's choices both professionally and personally.

In a similar study, Cordner and Cordner (2011) examined the primary reasons that few women apply, get hired, and are retained on the police force. While they found women are interested in police work, the surveys indicated that most felt that recruitment was hindered because police agencies are not women friendly and do not recruit women proactively—that the police department does not specifically attempt to attract women applicants. The survey also indicated that the majority of women agreed that the culture

in police agencies is male-dominated and not women friendly (73%), there was a lack of family-friendly policies on pregnancy and child care (66%), and that the police academy is not women friendly (51%) (Cordner & Cordner, 2011). The retention of women is also affected by the polices in the police academy as well as the fact that sexual harassment accounted for problems retaining women (27%). The participants described police academy culture as a boy's club that leaves women feeling isolated and alone. Cordner and Cordner's study can help us understand why women compose nearly half of the entire population of the United States but only about 12% of sworn law enforcement officers in all agencies across the nation.

The United States is not the only country that is looking at how women are being employed in male-dominated organizations, such as police departments. Australia is also currently looking at the hiring process and retention of women in police departments. Australian Sex Discrimination and Equal Employment Opportunity legislation requires that entry standards must be job related. While the general criteria seem reasonable, certain attributes of the criteria used in the selection and standards can be discriminatory. The physical requirements are only one component that may keep women from being a police officer. Some of the components are discriminatory attitudes, behaviors, and practices against women. It is very difficult to counter attitudes since the selection policy of an organization reflects it values and cultures which is an indication of how women are perceived within the organization. Another factor to take into consideration is that once women have applied to enter policing, they have to survive the process. What this means is that women are rejected at a greater proportion than men are.

As the organization changes so will the values and therefore so will the selection policies. Only when Australia moves toward a more balanced police service will they have a more diverse membership (Wilkinson & Froyland, 1996). While the culture and environment in Australia is substantially different than those in the United States the issues with hiring and retaining women seem to affect this country as it does the United States. This connection shows that the culture and hiring process of women in police departments needs to change in order to contribute to more diverse police departments. It is apparent that the concerns of bias against women in police departments is a global issue.

Price (1996) examined how in policing gender integration and the opportunity for women to participate in forming police policy has been strongly resisted. The research study consisted of women's experiences in an urban police department and whether they had encountered discrimination within the department and how they felt about how they have been treated. Most of the women in the study stated they joined the police force for financial and job security. The survey revealed that the presence of discrimination in the workplace is identified by virtually all black women officers and more than half of white women officers. The study also detailed a "divide and conquer" strategy in the department, which starts during training, and is a cultural attempt to separate females from each other. The explanation of using the strategy is that the men are insecure or fear the competition that women seem to present when joining the department.

From the studies presented in this section, it is clear that women who enter the police department do so at a disadvantage, not just based on their gender but by how men perceive the influx of women joining a predominately male-dominated occupation. The

fact that women are not accepted with police departments is based on the culture that in intertwined within male-dominated police departments. The objective of my proposed study is to examine more deeply this kind of gender discrimination within an urban police department. The women's responses during the interviews helped support and give meaning to the statistical data discovered in the surveys in previous research studies. The aforementioned articles create an image of how society has acknowledged that the laws needed to be changed in order to allow and protect women when joining police departments. It also showed that even though these laws are in place there is still work that needs to be done to educate and alter how police departments interact with women. While the structural changes in the law within the U.S. has helped create an increase of women in policing, there also needs to be attitudinal changes in society and in policing in order to bring about social change (Price, 1996).

Gender Performance in Male-Dominated Organizations

Derks et al. (2011) indicated that women alter their behavior in order to excel in male-dominated organizations. The article uses the *queen-bee phenomenon*, which refers to women who have been successful in male-dominated organizations. A queen bee is the term which refers to senior women in male-dominated organizations who have achieved success by emphasizing how they are differ from other women. This performance reinforces the status quo in the sense that if women deny the existence of gender discrimination then their views will be less likely to be interpreted as sexist and further the idea discrimination does not exist. Thus, the views of the queen bees restrict career opportunities of their female subordinates. This phenomenon has been offered as

evidence that women are their own worst enemies and that rivalry among women is an important obstacle in women's career.

Derks et al. (2011) found the phenomenon a direct result of the gender bias and the social identity threat that produces gender disparities in career outcomes. It is implied that gender-bias work environments shape women's behavior by stimulating women with lower gender identification to dissociate themselves with other women and to display queen-bee responses as a way to achieve individual mobility. When women perceive their gender as a liability, it may induce them to advance in their career by emphasizing their masculine characteristics, expressing gender-stereotypical views about women and denying the existence of gender bias. When women no longer see their gender as a liability or attain the queen-bee behavior to achieve success will the phenomenon become extinct, Derks et al. argued. Urban police departments are male-dominated organizations. This fact that there are more men within police departments indicates that the concerns of this study may be at the heart of one of the many issues' women feel is being used against them to remain quiet when being discriminated against: that if you cannot get ahead and still maintain your identity then you need to alter who you are in order to fit in.

Since police departments have been historically male-dominated spaces, many male officers have opposed women being hired onto the police force (Dempsey, et al., 2019). The history of policing, cultural barriers, and social beliefs cause police work to be viewed unsuitable for women, as they supposedly cannot cope with danger, do not command authority, and should not be exposed to the degradation within society (Wormer & Bartollas, 2000). The cultural perception of an officer is one of strength and authority, and as a woman began entering the police force, there was a fear that such a

perception would be altered, and law enforcement would not command the same authority as before. As a result, many women have adopted a masculine performance or the queen bee mentality, as described by Derks et al. (2011). Nonetheless, when women do not conform to sex-role stereotypes and enact a more masculine posture in an effort to adapt to the police environment, they are often labeled bitches or lesbians in an attempt to neutralize their threat to male dominance (Novak et al. 2016). Regardless of the tactic's women choose, it is apparent that they face discrimination either way. By altering who they are, whether by behaving more masculinity or femininely, police culture does not look to women as a necessary component of the police organization.

Summary

The topic of gender bias is a biproduct of women joining the workforce. The issue affects the management and leadership abilities of women not just in government but in society. Gender bias most often involves giving preferences to men over women. It influences the recruitment of workers, interpersonal relations in the workplace, wage levels and career trajectories (Pearse, 2017).

The literature review indicated that the ideology of gender bias is an ongoing issue that needs to be addressed not only from an organizational point of view but also, society as a whole. The themes of the articles are interlinked based on the content they used in a research study or the evaluation of other scholarly work. The array of ideas ranges from how leadership and their perceptions augment gender bias and discrimination to the use of subtle, overt, explicit or implicit discrimination in the workplace. The review acknowledges that gender bias is an issue that needs to be addressed based on the conclusion of the research. The review also indicates that the

research has limitations attached to them and require future studies to help minimize the rational that continues to promote gender bias and discrimination in the workplace.

In all organizations there is a culture that is specific to that company. It starts with the mission and the goals and filters down from the hierarchy to management and the employees. The culture instills in the organization the perceptions in the workplace and how the leadership interacts with the employees. Organizations that ignore diversity either through overt or implicit bias is more likely to face lawsuits, negative feelings and a low morale. In the United States the media, peers, social networking to name a few, have a large impact on how people behave, think and interact with others. The influences are omnipresent and are rooted into stereotypes of what society believes men and women should be.

The next chapter on methodology includes both the techniques of investigation and the approaches to research. The research method will be qualitative and the research design is phenomenology. The research questions focused on the inequalities between the genders, gender stereotypes, discrimination and leadership effectiveness.

CHAPTER 3: METHODOLOGY

The focus of this study is gender bias against women in urban police departments. The perceptions and attitudes of both women and men play a role in gender bias and in the culture of the organization. However, both women and men can alter these perceptions, helping to augment these biases within government agencies. In this study, I attempt to understand the gender bias women feel has been leveled against them by the other officers, the leadership, and the police department. This study investigated the perceptions of gender bias against women in urban police departments experience, this study employs a qualitative methodology, and more specifically, phenomenology.

The research questions posed for this study are:

1. How do women police officers perceive gender bias in police departments?
2. What gender inequalities in the modern workplace are evident in the police department?
3. How does gender discrimination have a stronghold within male-dominated organizations, such as police departments?
4. How are these issues women face in leadership positions a direct result of this discrimination?

The goal of the research questions is to provide data to develop themes regarding gender bias in an urban police department in the Northeast. The goal is to use this information to help alter how police departments treat, interact with, and promote women. Included in this chapter will be a description of: (a) the research methods, (b) the research design, (c)

instruments used to measure bias, (d) the study participants, (e) the data analysis methods, (f) the study limitations, (g) the delimitations and (h) a chapter summary.

Research Method

A methodology is denoted as the study and evaluation of method ("Methodology," 2014). This includes both the techniques of the investigation and the approaches to research and problem-solving. A methodology is also a guide in setting the standards in the investigation and how the research problems are addressed ("Methodology,"). The methodology chosen for this research study is qualitative. Qualitative research is an approach for exploring and understanding the experiences of the individual or groups as they relate to a social or human problem (Creswell, 2014). Qualitative research is an inductive process used to identify patterns, concepts, and relationships between social and human problems. In using qualitative methods of research, information can be gathered verbally, through interactive behaviors, as well as through physical data. It is this data that can help identify patterns that bring about the emergence of a new theoretical perspectives (Raines, 2013). Qualitative research is not based on a single method but draws on many approaches (and philosophical ideas) that give attention to quality not quantity by focusing on the larger picture, searching for the understanding of the whole over time (Yilmaz, 2013). This study provides a collection of thoughts, ideas, and feelings of women that work within a male dominated organization: the police force. By utilizing a qualitative research study, I conducted a manageable research design but also retained some flexibility in the framework to allow for me to establish close contact with the participants while collecting the data, which needs to be detailed and extensive (Marshall & Rossman, 2016).

Quantitative research, on the other hand, is framed as objective, time independent, and context-free (Raines, 2013). The researcher is often seen as detached and uninvolved, maintaining an outsider's perspective (Raines). This type of research would not be a feasible method since the researcher in this study needs to gain the trust of the participants in order to attain the desired knowledge. In a qualitative study the researcher is flexible and accommodating in order to make the participants feel comfortable answering personal questions about their life (Marshall & Rossman, 2016). This connection helps the researcher to understand the thoughts and feeling of the participants and treat them with compassion for their experiences. By affording the participants a space to feel safe, the researcher can also draw on other human components like body language and silences to actively listen to what is not being said. While quantitative methods require the researcher to use predetermined response categories into which individual experiences are expected to fit (Yilmaz, 2013), qualitative research allows for different views of reality, depending on one's perspective. Since the information in this study is of a personal and sensitive nature, predetermined categories this would not be feasible or provide the rich data generated from women's experiences. I also ruled out mixed methods approach due to time constraints and because I was particularly interested in perception, which qualitative is keenly attuned to.

Research Design

The design chosen for this qualitative research study is phenomenology. Husserl (1970) stated that a phenomenon is something not to reason with but rather something we live. In this way, a phenomenon is the lifeworld where living and experiencing a phenomenon that takes place. The lifeworld signifies the world of human experience.

This world moves and changes and is based on perspective, space, time and relationships. Utilizing this design to assess other lifeworld, I conducted interviews with individuals and groups, regardless of where the participant resides, to better understand the biases women have face in an urban police department in the Northeast and how they overcame them.

Phenomenology, Raines (2013) stated, focuses on exploring how human beings make sense of experiences and transform them into consciousness to generate individual and shared meaning. Phenomenology places its primary importance on the systematic study of subjective experiences and making sense of the world and ourselves as we experience the world and its objects (Shudak, 2018). To access lived experience, phenomenologist rely on the process of interviewing participants to research and understand everyday life experiences. Having the ability to connect with the participants through these interviews is an important quality a researcher needs in order to gain the trust of the participants.

This qualitative genre aligns with the proposed study of bias against women because phenomenology is reflective and descriptive in nature. In line with phenomenological design, the proposed study will use interviews in both face-to-face and virtual settings. This research focuses on mining lived experiences of women police officers in the way of being in and with the world (Shudak, 2018), meaning that these interviews show how women have been impacted in different ways based on how bias has been put upon them. By inquiring about how women recognize gender bias and how they feel, the interviews seek to uncover the perspectives of the individual or group of police women (Agee, 2009).

Within the world of phenomenology, there is this constant need to live and learn from it. Phenomenology, Vagle (2018) stated is broken down into three parts, the encounter, a way of living and it is a craft. It is the encounters of bias that this research is focusing on and how it is a way certain woman have lived their lives based on their employment. The researcher is always trying to improve their craft by producing something interesting, important and worthwhile. There is nothing more important than enabling women to have a voice against bias that has been inflicted on them. As well as to ensure that the future of women in the workplace is a safe and nontoxic environment. I also ruled out other types of research designs, such as ethnography, grounded theory or case study to name a few, since I was particularly interested in perception which works in harmony with phenomenology.

Instruments

In a qualitative study, a primary instrument is the researcher themselves (Creswell, 2014). The researcher becomes part of the research process because they are interacting with participants and data the study (Dodgson, 2017). In qualitative research the researcher affects the data based on the different views they bring to analysis and their perspective (Dodgson, 2017). The main data collection method for phenomenology includes in-depth interviews with individuals who share the same experiences based on the topic (Marshall & Rossman, 2016). The purpose of this type of interview is to describe the meaning of a concept that several individuals share—in the case of this study, that will be gender bias in police departments. It is also assumed that these experiences shared in the interview guide the individual's actions and interactions (Marshall & Rossman, 2016).

The data was be collected by using active listening and communication skills during in-depth interviews. Within this study, I will be using a semi-structured interview process with open-ended questions. The topics in the interview cover inequalities and harassment on the police department. Additionally, there are questions regarding whether gender has played a part in their advancements within the police departments they serve. There were approximately 10 to 15 specific questions I asked based on participant answers. These questions consisted of first exploring the basic background of the participants, as well as both past and present behaviors within the police department. The interviews were conducted on the telephone san one that was conducted on Zoom.

Participants

The sample participants in this study are women who were employed by a large, urban police department in the Northeast. The demographics of the department where this study will be conducted is currently 83% male and 17% female ("NYPD," 2018). These numbers are representative of the larger demographics on the force. The sample size for this study was between 10 to 20 participants, and therefore with the denominator of 100 it falls under the numerator of 17% female personnel within an urban police department in the Northeast. To be included in the study, participants had to identify as women and be a retired uniformed members or civilian members (administrative personnel) of various ranks. Other demographics regarding the participants age, race, and sexual orientation were not recorded because the study was solely focused on gender bias and women. These women were chosen based on my contacts within the police department and referrals. These women were accessed via a one-on-one interview, using purposeful sampling. Purposeful sampling is used in qualitative research for the identifying and

selecting of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Palinkas et al., 2015). This type of sampling indicates that the participants were chosen based on the fact that they can help the researcher understand the research problem and research questions (Creswell, 2014).

I initially recruited individuals that I personally knew, but based on the issues with scheduling it turned out that a large percentage of the participants were strangers to me. Which allowed this study to be presented with less bias than if I knew all the participants. All 13 participants were retired members of the police department (see Table #1). All the participants answered questions via the telephone sans one which was done on Zoom due to the COVID-19 closures, social distancing protocols and executive orders enacted by the State of New York. These orders are still in effect as of December 2020.

Table 1

Rank & Years on Police Department

Pseudonym Name	**Position/Rank**	**Years on Police Department**
Anne	Civilian/Administrative Manager	27 years
Marcy	Civilian/ SPAA	24 ½ years
Jean	Uniformed Member of the Service/ Sergeant	21 years
Grace	Uniformed Member of the Service/Lieutenant	25 ½ years
Kathy	Uniformed Member of the Service/Sergeant	20 yrs. 1 month
Holly	Uniformed Member of the Service/Police Officer	20 years 2 months
Gail	Uniformed Member of the Service/Captain	30 years 9 months & 2 days
Susan	Uniformed Member of the Service/Police Officer	20 years

Alix	Uniformed Member of the Service/Police Officer	20 years
Nicole	Uniformed Member of the Service/Lieutenant	25 years
Jamie	Uniformed Member of the Service/Detective	25 years
Clare	Uniformed Member of the Service/Police Officer	20 years
Beth	Uniformed Member of the Service/Police Officer	17 years

All the interviews contained detailed descriptions of each participants experiences in an urban police department in the Northeast. These descriptions were coded and broken down into the different themes mentioned in Chapter 4. The participants were given pseudonyms to mask their identities. Vagle (2018) stated that there is not a magical number of research participants. All studies are different and by surveying various phenomenological studies will help you decide how to handle the needed number of participants. Based on this, the typical sample size for a phenological designs is usually between three to ten participants. Altering this figure to 13 individuals in this study allowed for data saturation. Marshall and Rossman (2016) stated that data saturation is when the researcher notices the same patterns repetitively and believes that little more can be gained from further collection of the data since the results will only find more of the same information.

Once the participants agreed to be involved in the study, the ethical considerations and protections were put in place. Some of these considerations were: (a) signed consent forms, (b) assurance that all participants will remain anonymous, and (c) assigning a pseudonym to each participant. Once all the ethical considerations and protections are put into place and the data is collected the analysis can commence.

All 13 participants completed the semi-structured interview in one session and none of the participants were given the questions prior to the interview. Prior to starting the interview, I did a test to ensure that the telephone interview was being digitally taped and then I played back the test to the participant before going any further. Once the interview began, I started off with a personal statement regarding the interview, what to expect and if they had any questions before we started. Included in this statement was a reminder that the interview was being digitally audio taped and requested their consent to continue (see Appendix C). All 13 participants stated they had no questions, or concerns and were clear on the purpose of the study. The semi-structured interview included 10 to 15 18 questions to ensure ample information to complete this study (see Appendix A). I recorded all interactions with all the participants and asked all the participants additional or clarifying questions if the interview led to other issues or went in another direction.

Interviews were transcribed into a word document, were encrypted, and saved in a folder and an external hard drive which is password protected. I then reviewed each transcript for accuracy. Once the transcriptions were completed, I listened to the audio files an addition time while reading the transcripts to ensure that I did not miss anything and to begin the coding process. The coding process, Saldana (2016) stated as the critical link between the data collection and their explanation of meaning. Coding is an organic, cyclical act in which codes and data shape each other and are interdependent and inseparable. By utilizing both In Vivo and descriptive coding it ensures that the data collection and analysis was open to interpretations and looked at the general overview of the participants perceptions rather than scrutinize the nuances of people in a certain situation.

Data Analysis Methods

These interviews were descriptive in nature and were open-ended to allow for the researcher to learn more about the participants, structural questions to discover the way the participants organize their cultural knowledge, and contrast questions provides the researcher the meaning of various terms that expand what something is like (Marshall & Rossman, 2016). The value of the interviews lies in its focus on culture from the participants perspectives and through first-hand encounters. This approach is useful for eliciting participants meaning for events and behaviors and for generating a typology of categories of meaning and nuances of the culture (Marshall & Rossman, 2016). By employing the ability to record the virtual interactions it will afford the researcher the ability to analyze the interactions to get a glimpse into the culture of the police department.

The goal in conducting an analysis of any data is to figure out what all the information means (Brause, 2002). Both of the genres used in this study would provide data to be analyzed y transcribing the data based on the interviews, and then locating the relevance and meaning in specific statements. This will be done by detailing the culture of the police department regarding women through the interview process. As with all organizations how individuals and groups interact is based on the culture of that specific organization. Throughout the interview process based on the data collected a clear picture will emerge describing the culture within the police department from a women's perspective. Qualitative data analysis takes both inductive and deductive approaches while using a thematic analysis (Kawulich, 2017). The next step will be to locate the themes or consistencies between all the participants in order to find the essence

(Kawulich, 2017). The data analysis approach in this study was to use both verbal and non-verbal cues throughout the interview process and the research question posed. With a qualitative research study, there is an organizational need to locate patterns and themes which are coded and indexed (O'Reilly, 2009). By identifying the different patterns and themes the research questions were answered. This was accomplished by using an applied thematic analysis (Guest et al., 2014). Thematic analysis is the process of sorting and categorizing data to make meaning by identifying the patterns or themes of the data. During this process, the researcher moved back and forth between both concrete data and abstract concepts, inductive and deductive reasoning, and between description and interpretation (Kawulich). Thematic analysis focuses on identifying and describing both implicit and explicit ideas within the data, meaning the themes (Guest et al.). After the themes are identified, the next part of the process was to develop codes. These codes arise to represent the identified themes and are applied to raw data as summary markers for later analysis (Guest et al.). The researcher after coding and indexing the data was able to identify the lived experiences of the participants and utilized the verbal and nonverbal behaviors that were recorded and analyzed. This analysis included comparing code frequencies, and displaying the relationships between the codes and the data set.

Limitations

The limitations on this qualitative study are researcher bias and the time restraints of personal interviews. Marshall and Rossman (2016) stated that when biases are out in the open, they are more manageable and the reader can assess how those elements affected the study. Marshall and Rossman also stated that another way to reduce researcher bias other than acknowledging it is to make sure that the questions asked in the

interview are not leading questions. A leading question can consist of offering an answer in the question, such as “you were a victim of gender bias, right?” Another way to reduce bias would be not to allow my own experiences to influence the research and the responses gathered in the data. I initially recruited individuals that I personally knew, but based on the issues with scheduling it turned out that a large percentage of the participants were strangers to me. Which allowed this study to be presented with less bias than if I knew all the participants.

Additionally, another way to reduce researcher bias is to use respondent validation (Anderson, 2010). Respondent validation allows the participant to read through the data and analysis to provide feedback on the researcher’s interpretations of their responses. This will also allow the participant to challenge assumptions and help the researcher to check for inconsistencies. It also provides an opportunity to reanalyze the data (Anderson, 2010).

Personal interviews while having their own set of limitations are necessary in order to uncover and describe the participants' perspectives on the topic and the social realities of the issues at hand (Marshall & Rossman, 2016). These personal interviews are time consuming and difficult to schedule. Currently, with COVID-19 restrictions in place the ones that cannot be done in person will be done virtually or on the telephone. Another limitation with interviewing virtually or on the telephone is that people may react or answer differently as opposed to having it in person.

Delimitations

The delimitations of this study are focusing in on one specific police department rather than numerous urban police departments. While this may limit or impact this study

since the nature of this topic is sensitive in nature, attaining valuable and honest feedback would be difficult if there was no connection (not necessarily personal just the camaraderie of being a retired NYPD officer) between the researcher and the participants in the study. Therefore, the findings and results may not necessarily generalize to other subjects, locations or future time periods.

Summary

Qualitative research studies are concerned with process, context, interpretation or understanding through inductive reasoning. The aim is to describe and understand the topic being studied by capturing and communicating participants experiences through interviews and observations (Yilmaz, 2013). Both phenomenology and internet ethnographies can be beneficial to the topic of gender bias against women in urban police departments. These genres have a need for personal and interactive interviews as well as the access to what the internet offers. Meaning if a particular participant is not residing locally the interview can be conducted through social media sources.

This research study will include background information regarding bias in the workplace. It will focus on gender bias in urban police departments in the Northeast. The aim of this study was to measure the perception of bias women on the police force felt had been level against them by their organization. This can help generate new momentum into how gender bias affects women in urban police departments and possibly provide a template to help these organizations redesign this part of their culture.

The following chapter offers a glimpse of findings from the interviews conducted. These interviews present how these women navigated and survived their careers in a

male-dominated organization like the police department. Chapter 4 is divided into categories /themes that materialized from the interviews.

CHAPTER 4: FINDINGS

The purpose of this qualitative study was to examine and analyze perceptions of gender bias in an urban police department in the Northeast. In the United States, female police representation has been stagnant over the past 20 years at 12% (Roman, 2020). This stagnation may be due to the unwelcoming culture within police departments. Outdated stereotypes about women are defended by the practices and behaviors of some police departments, creating barriers for female applicants and women navigating the profession. Due to the masculine values that support and advance masculinity within the police force, Roman found female police officers perceived they were subjected to more criticism than their male counterparts, as well as acts of sexism that negatively impacted their experiences in policing.

This phenomenological research study utilized convenience sampling to interview 13 female police personnel (see Table 1 for more information). I initially recruited individuals that I personally knew, but based on the issues with scheduling it turned out that a large percentage of the participants were strangers to me. It allowed this study to be presented with less bias than if I knew all the participants. All 13 participants were retired members of the police department (see Table 1). All the participants answered questions via the telephone sans one, which was done on Zoom due to the COVID-19 closures, social distancing protocols, and executive orders enacted by the State of New York. These orders are still in effect as of December 2020.

All the participants that were involved in this research were given a pseudonym name to protect their anonymity. The participants were asked approximately 10 to 15 semistructured interview questions to investigate their experiences of gender bias as well

as challenges they have faced in the male-dominated environment of the police force. I hand-coded the data from the transcribed interviews and employed InVivo and descriptive methods of coding to complete the process. The goal of the study was to capture the perceptions of the participants and how bias was leveled against them by other officers, the leadership in the department, and the police department as an institution. As such, the following research questions guided this study:

Q1: How do women police officers perceive gender bias in police departments?

Q2: What gender inequalities in the modern workplace are evident for women police officers in the police department?

Q3: How does gender discrimination endure within male-dominated organizations such as police departments?

Q4: How are the issues women face in leadership positions within police departments a direct result of gender discrimination?

Chapter 4 is organized by two larger conceptual categories. Each category is comprised of the themes that emerged from the coded participant interviews. The first three themes are related to the women's experiences of gender bias and include the themes: (a) gender liabilities, (b) inequalities despite rank, and (c) gender-based strategy. The other themes are related to leadership, discrimination, and future needs to address gender bias in police departments and include: (a) discrimination longevity, (b) leadership issues, (c) women vs. women, and (d) gender mentoring and networking.

Presentation of Findings: Experiences of Bias

The three themes below are related to women's experiences of gender bias. In the first theme, participants' firsthand accounts of gender bias and the difficulties it caused in

their careers are explored. The next theme, inequalities in the police department, captured how the police organization categorizes individuals based on gender. The last theme in the section, gender-based strategies, showed how women have altered their behavior to persevere within the police department.

Gendered Liabilities

The following discussion includes some of the most telling and recurring stories on gender bias in policing relayed during the interview process as they relate to the issue of gender as a liability. Gender liability refers here to something that holds one back, a handicap, or something disadvantageous with regard to gender ("Liabilty",2021). The theme of gender liability showed that being a woman in the police force was something that often held them back or as something that set them up at a disadvantage or handicap. Overall, the participants in this study indicated they felt they were treated differently in the police department because of their gender. Kathy stated:

> When I arrived at my first precinct after being promoted to sergeant the men were talking behind my back but loud enough for me to hear. The men stated, "I hope she is not one of these women that are here to get pregnant and expect certain accommodations."

Likewise, Anne stated:

> One of the issues I saw repeatedly over the course of my career was the organization and the leadership viewing women as liabilities. Most men in the police department believe that women become pregnant and either leave the department or worse they would stay and make demands that they didn't have the right to ask for.

Several participants offered specific stories that showed how a double standard between how women and men are treated in the police department affected their personal and professional lives. A double standard was revealed not just by the organization but by colleagues as well. For instance, Holly shared:

> I know that dating a coworker or supervisor is allowed, since there are no rules against people dating. Yet, dating someone within your place of work is detrimental to women, regardless of rank or title. If anyone finds out about your relationship the other people within the precinct will talk about it and try to interfere in the relationship. On the other hand, it is not the same for men. When a man starts to date a woman it only helps him gain respect in the precinct. While I was working in my precinct, I started dating a male officer in the same location. We continued to date secretively for over a year and then we got engaged. After we got engaged and were living together there was an unfortunate turn of events made our relationship known. We broke up not long after because of the interference from our peers and supervisors.

This double standard regarding men and women can be considered a form of bias because overwhelmingly, these standards hold women to a stricter standard than men. This double standard means that men can do or say things that women cannot. These double standards or inequalities in society helps augment the inequalities between the genders and facilitates stereotyping, prejudice, discrimination, and bias (Liber, 2009). Holly also noted that, "when people found out about us, they were slapping my fiancé on the back but those same people said mean things to me, the supervisors stopped being friendly and constantly gave me poor reviews."

Like Holly, Susan also experienced gender bias when she was assigned to patrol her area and work with a male officer she did not really know. Susan stated:

> he automatically got in the driver's seat (police protocol is that each officer drives for half the shift or four hours) because that is what men do. He did not speak to me and then when they arrived at a police job, he walked around the car and opened the door for me and helped me out of the car. While this is fine when on a date, it took away my ability to be considered equal. I felt that he would never treat me as an equal because I was a woman.

Both Holly and Susan's narratives show how their gender is seen within the police force as a liability when dealing with both personal and professional incidents. When women interact with men in the police department, the expectations of women and how they should behave overshadows the fact they hold the same rank/title as the men. This makes

their gender a liability or obstacle they have to maneuver in order to be considered an equal.

This section illustrated several firsthand accounts about how gender becomes an obstacle or liability in male-dominated organizations like the police department. These accounts show how these women believe they were treated as inferior instead of an equal because of their gender.

Inequalities Despite Rank

Anne is a civilian supervisor within the police department. A civilian employee of the police department is considered a civil service position. Civilian supervisors can take promotional exams, due to which ensures fairness are written tests that is graded by a computer and all place on a promotional list, based on their grade. Civilian supervisors can oversee uniformed members of police department when assigned to administrative duties, and they play a vital role in supporting uniformed members of the department in reducing crime and maintaining records to help keep citizens safe ("NYC gov- Civilian employees," 2020). As an Administrative Manager and high-ranking civilian with over 400 employees that work directly for her, Anne recounts a particular incident where she experienced gender bias and discrimination.

> A 1-star chief and I were discussing an official document that he had written and I typed for him. I told him that there were grammatical errors and spacing issues that I corrected. I also told him there was the lack of appropriate references to prove the information. The chief told me that I didn't know what I was talking about and that he never met a civilian employee that was worth anything much less someone to correct his document. He also stated that a civilian was only one step above a felon since if they weren't a criminal, they would have taken the police test instead of staying a useless civilian. He also continued his rant towards me saying that civilians only got hired because the city was tired of paying them public assistance without working so in order to keep their free money they had to work for the city. So, civilians are only employed as he called it because of social

> welfare. He also stated that these individuals took jobs away from police officers and he would never forget or forgive that.

This interaction between Anne and her superior is a flagrant indication of how prevalent gender bias and discrimination are in the police department. When a ranking uniform member of the police department can feel comfortable enough to demean a civilian supervisor without fear of punishment, the police department has a considerable amount of work to do to make this organization gender friendly environment.

Another incident where blatant gender bias and discrimination occurred when Jean, a sergeant within the police department, was working in a new precinct and had a conversation with a male lieutenant:

> I got to work early to see what my assignment was on my first day and the lieutenant came up to me and said that women do not belong on the job and they certainly should not be supervisors. He also told me that I would not get any special treatment from him and I better not expect any. That this was his precinct and everyone does want he says. This same lieutenant continued to follow my movements over the next 8 months and constantly told me that I was doing everything wrong. He even tried to set me up to get in trouble so I would could be transferred. Since, I was a seasoned officer and knew to document everything I did. I had another conversation with the same lieutenant when I was assigned desk duty. The lieutenant told me that he was going to be downstairs all day and he was not going to help me do anything. He also told me not to expect a meal hour or any personals. Women use the bathroom to much anyway.

The exchange between Jean and the lieutenant both verbally and the continued disrespect of the course of the next few months shows how devalued women are made to feel in their own organization. The following stories continue to demonstrate discrimination and gender bias in the police department. This level of hostility towards women is a form of discrimination and gender bias that demands change within the organization.

Kathy was a sergeant and was transferred to a new assignment. Kathy stated:

> When I got to my new precinct I was approached by a male sergeant and he said hi, I hope you're not one of these females that expects stuff. We run the show here and you better be on board or you will regret it. We don't have much time for women bosses here. Kathy relayed that as he said "bosses" he rolled his eyes and used sarcasm. The sergeant also told me that when I have desk duty that women don't get meal or personals/bathroom breaks and to deal with it.

Kathy recounted another conversation with this same sergeant as well as two other male police officers:

> The sergeant said "Listen, we will be in the garage out back, don't bother us and don't call these two officers to do any work today. We will be in the guy's only cigar lounge. Don't expect any breaks on the desk today." . . . There is no smoking in any police facility and the garage is supposed to be where the police cars went to alleviate the parking issue for the community. The garage was full of couches and chairs as well as ashtrays and garbage cans. There was a membership fee and the captain was a member so there was no one to complain to unless wanted to go and file a formal complaint. The place was already a terrible place to work and I did not want to make it any worse for myself so I said nothing.

Jamie similarly discussed an incident with a male lieutenant. Jamie continued:

> There was this lieutenant that despised any woman that was on the police department. He would constantly tell me and other women that they didn't belong there. He made it his mission to make my life miserable because he wanted to get me to quit. The commanding officer was aware of his behavior and turned a blind eye to the situation.

What all these stories have in common is the fact that men in the police department have no respect for women, regardless of rank. The participants recounted stories that offer an unmitigated view of how there are inequalities despite their rank being leveled towards women. This portion of the research illustrated how the police organization categorizes individuals based on gender. The section showed how regardless of their rank, women were treated differently than their male counterparts. Additionally, it showed that the civilian ranking women also experience inequalities of the police department.

Gender-Based Strategy

Throughout a person's career within the police department, they interact with many different types of people—not just men and women, but people of different

religions, national orientations, and sexual orientations. Policing is an organization that, in theory, should work in conjunction with the community and other individuals within the department. However, that is not always the case. The police department is a male-dominated profession and therefore it is challenging for women to reach their full potential. Overall, most of the individuals that participated in this study indicated that they have altered their behavior and behave in a more masculine manner to make their lives easier, regardless of whether it was something they wanted to do. The changes range from something as simple as drinking coffee instead or tea because it is more masculine, to joining in with the hazing of others just so it would not be done to them. For instance, Jamie stated:

> My gender-based strategy was to make myself one of the guys. I joined in on the reindeer games when the men made sex comments in order to be accepted. I did this because it made my life much easier.

A similar situation occurred to Alix. Alix stated:

> I saw how the men spoke about the other women behind their backs so I decided to alter my appearance so they would not talk about me. I changed my look so I did not look to feminine but tried not to look to butch either. I lost who I was in order to fit in and it didn't matter anyway, the men still always had something fucked up to say.

Some of the other types of things that these women did to fit in was overcompensate for everything and never complain about anything because if they did, they would be classified as a 'typical woman.' Susan explained, "I put aside the fact that I was a woman and did the job like a man." She portrayed herself in a different light while working to prove that she was worthy to her male colleagues and the organization.

Beyond altering their behavior, Clare, Anne, Marcy, and Kathy stated that to get respect they had to work harder than their male counterparts. This meant making more

arrests, always being ‘first through the door,’ meaning going into a dangerous situation before the men. Included in this was to never hesitate when faced with a difficult situation, and always being willing to do anything necessary on the job, which could be at a work-related opportunity or a social event. Kathy stated:

> There was a job for domestic violence, a reoccurring location, and the police officers waited for me to go in first since it was a dangerous job. The officers said, “you go first, you wanted the job.”

These women also indicated that they needed to make sure that they presented themselves as prepared for everything. These women could never show weakness or a flaw, whether this meant how they looked to how they presented themselves physically and emotionally. This representation can help legitimize thier place with the male officers. Kathy stated, “you cannot be friends with any of the men in the police department or it will be misconstrued.” Furthermore, Kathy noted, “I dressed more conservatively and professional as to not draw attention to myself.”

Like Kathy, Holly also stated that “I was careful how I presented myself to my male counterparts. I was concerned because the rumors within the police department about women are outlandish, so I hid my personal life.” Holly continued:

> One day I ended up being the driver for the commanding officer of the precinct. He was not a fan of women on the job and made it known indirectly. At the end of the tour the commanding officer said, I wasn’t sure about having you drive me today but you are a good driver, for a woman. I took this as a left-handed compliment but replied thank you because it is better than nothing. It wouldn’t do any good to say anything else and men always think they drive better. I did not say anything to him, but instead just smiled at him. I felt that it was better to take a left-handed compliment than to question what he meant by the statement. I didn’t want to be labelled and the fact that he was in charge of my precinct made it unlikely that saying anything would do me any good.

Another gender-based strategy that emerged from the interviews included women making excuses for men regarding certain male behavior. Throughout the interview

process most of the participants indicated that men are “stupid,” “full of machismo/ego,” and use their physical appearance to gain compliance. Kathy stated, “men go to a job for domestic violence and try to use their physical size and aggressiveness to control the situation.” Alix stated, “women are smarter than men, that men forget to use their brains and use their muscle to get compliance where women try and keep situations nonphysical.”

Many of the participants also mentioned that while men tend to be more aggressive in these situations some women believed that men are not able to show a softer side because of their egos and machismo that come with being a police officer. Gail had one specific interaction with some male officers on the scene of an emotionally disturbed adult male that made an impenetrable impression on her when she was a newer officer. Gail described the scenario as follows:

> I arrived at the scene of a male screaming in the street, I was walking a foot post alone and happened upon the situation. I radioed it in and asked for backup. As I approached the man, I managed to get his attention and find out what he was upset about. I had him at a point where he admitted he had stopped taking his medication. The entire time I was speaking to him, a patrol car, with two male officers had showed up but did nothing but sit in the car and watch me. It was only after I had convinced him that maybe a trip to the hospital was all he needed to feel better the two officers got out of the vehicle and started to yell at him. They reagitate this man who had mental issues because, they thought it was funny. In the end, the ambulance showed up and the medical personnel helped me reestablish a conversation with him so he would go to the hospital without incident.

This story that Gail shared showed how men seem to encourage physical interactions with people rather than deescalating a situation. Deescalate meaning making a situation less difficult or dangerous. At the same time, some of the participants believe that some of these men are not able to show their softer side when there are other men in their

presence. This indicates that maybe men also have gender-based strategies in order to fit in (as further discussed in Chapter 5).

This section offered personal accounts of how women have altered their behavior within this male-dominated environment. This behavior change was done to blend in and be one of the guys. These gender-based strategies also included how they dressed, what they drank, and how they socialized.

Presentation of Findings: Leadership, Discrimination, and Future Needs

The previous section identified themes regarding the liabilities of bias, inequalities within the police department, and gender-based strategies. This section, on the other hand, draws attention to leadership, discrimination, and the future needs to address gender bias in police departments. The first theme presented the opinions of participants as to why discrimination has retained its longevity. The theme of leadership issues focuses on how the organization precipitates gender bias. The last theme in this section explored the future needs of the police department to address gender bias, including women versus women issues, gender mentoring, and networking.

Discrimination Longevity

Discrimination is the unequal treatment of persons based on their race, religion, national origin, gender, or sexual orientation (Dempsey et al., 2019). Discrimination longevity indicates that regardless of the knowledge that discrimination is not an allowable, it continues to be a direct result of many issues both socially and professionally. Dempsey et al. stated that gender discrimination in policing survives because individuals have this stereotype about women from the 1950s. When women first

joined the police department, they were, matrons not police officers, and women had to sue the state government to become police officers.

Throughout the interviews the researcher would ask the participants to elaborate about why certain things transpired in their careers and the police department. I was asking them to give their opinions about certain topics which I was trying to address with the research. One of the repetitive talking points was why discrimination continues within the police department even though there are laws against it and countless scrutiny in the media. The following are some of the ideas the participants had regarding this issue. Holly stated:

> Discrimination continues to exist because people are set in their ways and society does not want to compromise. What happens is that being a police officer is a job that is generational, so the grandfather was a cop, the father was a cop so the son is a cop with the same mental picture of what woman are in the police department. The roles in society may change, but the stereotypes do not change.

Similarly, Anne stated:

> An issue regarding discrimination is that in the male-dominated environment of the police department is using sex as a weapon. Men are looking for companionship outside of marriage and there are women that will oblige, as long as they get something out of it. So, while the men use their rank and status, women should also be held responsible for continuing the persona that women are not equal to their male counterparts.

Furthermore, all the participants believed that discrimination longevity continues because humans are a product of their environment. People do not want to change; it is too difficult to think differently than they were raised, and therefore society remains stagnant. Marcy stated, “people are skeptical of others, the way people are is directly based on their environment and how they are socialized.” Susan stated, “the reason discrimination is still prevalent in society is because men still dictate the rules within society and they will not change because they don’t want to.”

Biases regarding women are socially ingrained in both men and women and discrimination endures in the form of dual roles assigned to men and women. Women are socialized into gender roles as much as men are. Women are taught how to behave, and it is this behavior that is ingrained into our personalities. Included in this behavior is the ability to use our sex to obtain innate things that perhaps are not deserved. Discrimination goes back to an individual's culture, and how people are raised as boy and girls. As we get older it becomes men can do anything that they want but women have roles they must fill. As Jamie described:

> Discrimination has been around forever and I don't know if it can be fixed. That regardless of all the training and guidelines put in place you cannot make people listen or change. The title of policeman sums up how the police department feels about their female officers. The establishment can implement any changes they want to help women but it will not change the police department.

Similarly, Nicole said:

> I think that discrimination endures because it has always been there. Police departments were always designed for men only and women came and took jobs away from more deserving men. The higher in rank I achieved the worse I was treated. The boys club becomes stronger the higher the rank.

An example of discrimination longevity and bias based on gender would be the following incident that occurred to the participant Alix. Alix explained:

> I applied to the Communications division-Temporary Headquarters Vehicle, which is a mobile temporary headquarters used for large details or riots. These vehicles required special license and I have had all the qualifications required to drive and hook these vehicles up. Before the interviews even begin, all applicants must pass all the driving and physical requirements. I passed everything at the top of the class. I then had an interview with the lieutenant and the conversation went as follows. The lieutenant said, I see that you did very well on the other parts of this process but at the same time with you being a woman I am not sure this is a good fit for the unit. You know there are no woman operators in this division and it may become a burden as time goes on. Besides, you are only 4 years before retirement and to have you join this unit no would be a waste of my time. I did not reply, I was speechless. I left the interview and was so upset because my friend was part of this unit and he was the one who recommended me. I called my friend

> to let him know and he told me that they accepted a male officer that had less than 3 years before retirement but was a body builder like the lieutenant that interviewed me.

For the lieutenant to say that it is too hard of a job for a woman is clear discrimination. While this participant has all the qualifications required to do the job and passed all the police department's conditions, she was still seen as incapable. Although the lieutenant indicated that she did very well on all the components in the process, he dismissed her competence simply because of her gender. Coincidently, a male officer that worked in this division recommended Alix for the job. This would indicate that he believed that the position would not be too hard on her because of her gender. Another component of this discrimination is the fact that the application was accepted regardless that she had only a few years left before retirement. Notoriously, most individuals do not retire when they are able; most people stay longer. The bottom line was that he did not want her in the position since he accepted a male officer with less time until retirement but with more in common with him. This is a true example of discrimination longevity. The fact that she was a police officer indicated that there is no position that she would not be able to handle throughout the entire department. The reference of the job being too hard for her because she was a woman is also a clear case of gender bias. The point being is that when only one person has the ultimate say on who gets what position, discrimination will continue to perpetuate within the police department.

This theme presented the thoughts and opinions of the women regarding discrimination. Included in this dialogue are other contributing factors regarding discrimination, such as society's stereotypes, previous studies and legal rules, and ramifications. The lack of response for altering the culture within an organization

contributes to the continuation of bias and discrimination in the workplace. The systematic sources of bias and discrimination can be attributed to the policy and practices of an organization as well as the individuals that work within the system that is available to them.

Leadership Issues

Every organization has a human-like personality, and the organizational personality is the culture. This kind of personality is included in a meaning system that is shared by its members and guides their behavior in organizational life (Sawan & Suryadi, 2021). This culture of the organization affects perceptions in the workplace and how the leadership interacts with the employees.

Most of the women in this research study stated that the lack of respect the organization has for women filters down from the leadership and other members. The organization's culture implies that women should not be doing police work and that civilians are unnecessary. Jamie stated, "guys don't think women should be on the job. They don't trust women and they believe they are taking jobs away from men." While Marcy said:

> The lack of respect for woman on the police department is overwhelming. The fact that most civilians are women makes the lack of respect worse. I was told that women shouldn't be doing police work and women civilians are even worse.

And Anne similarly explained:

> Men don't believe that civilians should be on the police force. I was told that most civilians aren't worth anything and since they took away jobs from men police officers they can't be trusted. This culture affects all the members of the police department and breeds a lack of respect.

Any organization that allows a specific gender to be directly and indirectly undervalued reflects an organization whose leadership needs to be reevaluated. When the leadership

lets it be known that this type of behavior is acceptable it will allow for unacceptable behavior by some and a lower sense of self for others.

It is also a belief among participants that the police department needs to alter the way they deal with women and women's issues. The organization does not give women the same chances that men have that there is a double standard regarding health issues and uniforms. Nicole stated:

> The police department needs to adjust what they offer regarding uniforms. When I went to get fitted for my police officers' uniform prior to graduation I couldn't get anything that fit. The standard sizes are men so I had to buy a larger uniform to fit my curves and then pay extra to have it tailored to fit properly.

Nicole also noted, "the bullet proof vest is another issue. They make them for men and I had one that didn't fit. It kept shifting around every time I wore it." When an organization like the police department does not offer their police officers equipment that fits all its individual members it indicates that they do not care about their well-being. The bullet proof vest is a mandated piece of equipment that must be worn at all times. Furthermore, when a bullet proof vest does not fit it renders it ineffective, which can be deemed life threatening.

When women get pregnant there is no option for the uniform except to buy a bigger male one that there are no maternity options. Also, women in the police force often take sick leave in their eighth month of pregnancy and many women return to work while they are still breast feeding. Gail stated:

> When my partner had to pump her breast, the sergeant said only on your designated mealtime. When I asked him where she should do this, he stated that he didn't care and didn't want to hear about women issues. This is why women shouldn't be on the job.

Kathy similarly stated:

> That the police department needs to adjust to the needs of women. There needs to be a dedicated breast-feeding room in each precinct. There were no accommodations available until women had to sue the department to get these accommodations.

According to the participants, the department does nothing for their members unless they sue. The police department's leadership needs to look at their policies regarding how they treat their members and what role they play in gender discrimination. Included in this evaluation should be how these policies perpetuate the gender bias culture they have instilled in their members.

Continuing with the idea that the leadership is the regulator of how an organization treats their members, leadership also creates how policies are written and enforced. When a person has been working within the police department for a long period of time there are naturally friendships made. When these friendships affect the livelihood and career of a third party, the need for checks and balances should be in place to stop what happened to Holly. Holly said:

> I was working in a precinct when I apparently annoyed a particular supervisor who knew a lot of people in the department. I was in the process of leaving the police department and going to the FBI. The process to get accepted into this organization is difficult and took over 10 months of written exams, a physical component, and a psychological one as well. Some of the people I worked with were giving me a hard time about joining the FBI. I felt they were jealous, including the supervisor that had been giving me a hard time. I was transferred over 6 times in 6 months, based on this supervisors' connections within the police department. This endless transferring led the FBI to indicate that I was not of the caliber of person they were looking for after all. My investigator, to get into the FBI, stated that when they spoke to the supervisor (the one responsible for all the transfers) he gave me a terrible evaluation so they denied me. The ability for one individual to have the authority/power to do this to a person because they felt like it wrong. This is a leadership issue that needs to be addressed in the police department.

Clare similarly stated:

> As a new officer I arrived at my first precinct and a male sergeant started chatting me up the moment I showed up. He waited for me as I got a locker and tried to help me bring all my things down to the locker room. I was polite and told him that I didn't need any help but he was persistent. His behavior continued as he got me assigned to his squad and told me that I was his driver. The sergeant told me that I was beautiful and he would take care of me if I took care of him. I felt like I had no recourse until a different higher-ranking supervisor asked why I had no activity and told him the what the situation was. While he did not change my squad or reprimand the male sergeant I managed to get out of my assignment as sergeant driver and go out on patrol like the other new male officer did.

These stories indicate that the leadership of the police department needs to be more open to the diversity that is prevalent with the organization. To allow individuals to behave in such a manner without any repercussions is a recipe for unequal treatment of women and discrimination.

In the interview I continued to ask questions regarding leadership behavior both while working or a social event to see if there was a pattern of poor leadership behavior. Gail stated:

> I was at the precinct Christmas party and was at the bar ordering a soda. I do not drink because I am always cautious about how the men treated women who would hang out with them and drink. This could be considered part of my gender strategy. I was standing by myself when a high-ranking, male officer came up to me, grabbed my ass and squeezed it. He then smirked at me and laughed like hey. I cursed at him and was extremely aggressive about how this was not acceptable behavior. He looked shocked and walked away. Men believe that whatever happened at these parties had nothing to do with the police department so you could not complain conversely, the same was not true if the man had a less than satisfying experience. This man was second in charge of my precinct, if he can behave this way and think it is acceptable behavior then why would any of the other men in the precinct think any differently.

Gail's story showcases behavior that is not just a police department issue but a concern for all women working in any organization. When the leadership does not respect the boundaries of respect and integrity neither will the members.

Leadership sets the tone in any organization. A police organization usually employs a large number of people, with different talents but also certain needs. When a person has a particular talent or education, the gender of a person or their rank should not play part of the decision to allow them to utilize their skills to serve the community or other within this organization. Alix was assigned to the Early Intervention unit, which helps members of the police department with any personal issues that come about in their lives, including mental health issues. Alix shared:

> I have a degree in mental health and human services so I applied and was brought into the unit. Like in many cases the supervision was not required to have any background in the unit we were assigned to. My direct supervisor was a male lieutenant who had no mental health training and no empathy for people who were going through a difficult period in their life. He was more concerned with statistics and overtime. I was on the phone with an individual that was suicidal and had access to firearms. This is the conversation that transpired between me and the lieutenant while I was trying to convince this person not to kill himself. The lieutenant stated, what are you doing still on the phone, your shift is over in 10 minutes and your reports and overtime sheets are not done yet. I covered the speaker on the telephone and told him that the person on the phone was suicidal and I would get to it when I was sure he was ok. He rolled his eyes at me and told me to switch him to the psychologist immediately and sign out-end of tour. I told this person that I was going to switch him to a trained psychologist and I wished him well. The lieutenant then berated me for coddling these people and that he wasn't authorizing overtime for me to get my other duties completed. At this time the phone rang again and the same man requested to speak to me and if they didn't put me on the phone, he would kill himself. I took the call as the boss was yelling at me that I was on my own time and he was giving me a complaint for failure to follow a lawful order. The end result was that I successfully helped this individual get in touch with a psychologist without incident. I ended up staying approximately 30 minutes past my shift without pay but all the boss saw was my lack of respect for him and filed a complaint against me. The leadership was stagnant in this division which led to a less efficient department. I transferred because of the lack of leadership and hostile work environment.

The account relayed by Alix offers a glimpse into how the leadership is not concerned with their employees but with their own agenda. When an organization places a supervisor in a position it should be based on their skills and abilities and not on how

well they handle overtime and completion rates. It also shows that the particular lieutenant had no respect for Alix's unique skill set and tried to cheapen her empathy by filing a complaint against her instead of embracing the fact that she saved the individual's life that was on the phone.

This theme of leadership offered firsthand accounts of women with their superiors. These accounts show how leadership sets the tone between not between just leaders and their subordinates, but between women and men of equal ranks. If the leadership of the police force does not show respect towards the women that work for them or with them, others will follow this same pattern of behavior. It is the responsibility of the police departments and their leaders to respect all people equally.

Women vs. Women

While conducting this research study it became apparent that even though gender bias from men continues to be an issue with the police department, women also work against each other to either fit in or to further their careers. Overwhelmingly, all the participants agreed that women should be more inclined to build each other up and not work against each other. Anne stated, "women should network with each other and they need to help the next woman achieve their goals." Jean stated, "women shouldn't bully each other, they should be better than that and help other women get ahead."

Holly stated:

> Many women of rank were nasty to me and other women. I am not sure why. I felt that some of these women are resentful of other women and wouldn't help them, they would let other women struggle like they had to. They did not reach back and help others.

Likewise, Susan stated:

> Women should be helping each other and not hold grudges. We should all just stop comparing body types, each other's looks and being jealous. Women should try and help each other and socialize with each other outside of department and not bully each other.

Nicole was a lieutenant and in charge of a unit within the Police Academy. She had numerous people under her including a woman sergeant. Nicole stated:

> I made several requests for her to do her job without constant supervision and to be a more reliable supervisor to her subordinates. This sergeant did not want to do her job and complained about me, telling lies, accusing me of stealing time and racism. The Commanding Officer believed this sergeant over me and transferred me before any investigation was done. In the interim, I lost my specialized pay, my detail, and the respect of others within the Police Academy. The charges were deemed unfounded but the damage was done. It was proven that the sergeant lied but nothing happened to her because they could not prove she deliberately lied. I no longer wanted to be part of a police department that was run by men that have no respect for the truth, so I retired. The sergeant in question still works in the same position and has no responsibilities because now people do not want her to lie about them. This type of behavior only hurts the perception others have about women. By not pulling your weight and lying about other women only hurts the people around you and makes it harder for other women to excel.

Jamie was a detective and was working in aviation as the budget supervisor. Jamie stated:

> I worked very hard at my job and loved every minute of it. I was pending retirement and the commanding officer asked me if I would train my replacement before I left. I had no issue with this, it was a big task and it took me a long time to get it right. During the interview process the requirements for this job was to have a background in finance and to have the ability to file reports properly. It took some time to get a replacement.

A woman police officer was transferred to the unit as Jamie's replacement and Jamie recounted the conversation with her:

> I welcomed the new officer into the unit and asked her if she had any questions before we start the training. The officer replied that she was hoping she could get a few days to get acclimated before they started. I told her that I had no problem with this and said they would start on Monday. Monday came and the new officer took a vacation week. Upon her return from vacation, she indicated that she really didn't feel like working, because she was tired from vacation. I told her that this is a hard job and I am retiring in a month so they needed to get started. The officers reply was that she thought she was there to be the coffee girl and not to work.

> Dealing with women that don't want to work makes working for the police department harder for other women. The women that want to do the job have to compensate for the women that are looking to get over and not have to work.

Jamie said, "I explained to this officer that she should look at this job as a steppingstone in her career and the harder she works now the easier it will be to later in her career." Jamie continued by saying that, "we are own worst enemy and by behaving like this officer takes away from the hard work other women have put into getting respect." The queen- bee phenomenon offers the same ideal that women are their own worst enemy and that rivalry among women as an important obstacle in women's careers. Furthermore, this phenomenon as looks at how low-self-esteem, dependence on men and the acceptance of traditional gender-roles also is a factor regarding how women relate to other women (Derks et al., 2011).

This section offers some firsthand knowledge of how women, under the pressure of working in a male-dominated environment, work against other women in order to fit in. Derks et al. (2011) stated "gender-biased work environments shape women's behavior by stimulating women with low gender identification to dissociate with other women and to display queen bee responses as a way to achieve individual mobility" (p. 1). Another possibility to consider could be underlying factors are influenced by prior experiences and has implications for shaping future manifestations of bias in the workplace. It is the awareness of everyone's potential role due to unconscious bias that must motivate all parties to help reduce it (Jones et al., 2017). The next section shows how some women believe that women should work together within the police department. That interaction with other women in a male-dominated environment can bring a positive aspect to police work and help attract other women into law enforcement.

Gender Mentoring and Networking

Despite the tensions and conflict between women, as explored in the section above, many of the women involved in this research study believed that a positive way to overcome the stressors of working in a male-dominated organization is to interact with other women. This can be done by networking with each other, either in the police department or outside of the police department. In addition to gender-specific mentorship opportunities, networking is also one way to build and grow relationships (Kachur-Reico & Wallin, 2011). These relationships provide women with opportunities to reach out to others and to gain confidence or grow their skills.

Women can get involved with fraternal organizations within the police department, but also outside of it too. Grace stated, "there are places that women can go that can help mentor them throughout their career." Marcy stated, "another suggestion is to remember that while it is a career, it's still a job and there is a life outside of it. Make sure to plan your future." Additionally, other women had thoughts regarding mentorships, women organizations, and socializing. Jamie stated:

> Women need mentorships from other females so when they have a crisis there is someone who you can talk to without judgement. This would also help give the newer officers the opportunity to see what obstacles other women have faced and how they overcame them.

There was also a belief with all the participants that there is a need for more women supervisors to help guide new women officers with their training, reputation, job opportunities, and to offer advice as to what women should and should not do in certain situations on the job. Included in this training is how to deal with the male-dominated culture within the department. Beth stated, "that women should take as much training as

they can. By being knowledgeable about as many topics as possible can open up extra possibilities that can only come with specific training."

Likewise, Kathy stated, "one way to help women excel within the police department would have the organization set up mentorships or give women an opportunity to interact with each other, not in a work setting but a social one." Nicole similarly said:

> Women should try and interact with each other outside of work. This could be done through police associations, cultural or religious associations. These types of options would help give women a voice within the department as far as opportunities, answers to questions that directly affect women, like pregnancy, medical issues, and family needs.

"Women need a balance in their lives," Kathy stated, and "we need to take care of each other. This sisterhood makes a difference in such a high stress and dangerous profession."

Summary

The data from the research was collected from the 13 participants through semi-structured interviews via telephone and Zoom. While this convenience sampling was unique in its variation, the same conclusions were drawn from each individual interview. Gender bias in urban police department in the Northeast is prominent and in the foreground of the culture within this organization. Throughout this research the underlining concern was for how women felt they were treated within the police department and who is responsible. The first themes were directly aligned to the women's experiences. These themes included gender liabilities, inequalities despite rank and gender-based strategies.

The next section of the research investigated the leadership and discrimination as well as future need of the organization. These themes are discrimination longevity, leadership issues, women vs. women and gender mentoring and networking. The responses suggest numerous ways in altering how the police department interacts, hires, promotes, and trains women. Overwhelmingly most of the participants do not believe that it will change the overall dynamic of the departments culture since it is embedded in male-dominated occupations as well as society.

Cultural expectations and social norms inform the social roles individuals play in society. It is because of these social norms and roles that women who choose to enter law enforcement are often at a disadvantage, making assimilation difficult and stressful. The struggles women officers face in police culture have been exemplified with continuous resistance from male colleagues, and the gender-specific barriers inhibit women officers' full integration into police organizations (Deans, 2013).

The themes in this chapter were creating using applied thematic analysis using In vivo and descriptive processes. The themes were (a) gender liabilities, (b) inequalities despite rank, (c) gender-based strategy, (d) discriminations longevity, (e) leadership issues, (f) women vs. women, and (g) gender mentoring and networking. The first three themes are related to women and bias the other themes are related to leadership, discrimination, and future need. The themes that were presented in Chapter 4 will be applied to the research questions in Chapter 5. These findings will be reviewed and summarized. There will also be conclusions presented and discussed, and the application of this study to the problem statement clarified. Furthermore, the recommendations for further action will be described as well as recommendations for further research.

CHAPTER 5: CONCLUSIONS AND DISCUSSION

Duffin (2020) stated that female officers can have a positive impact on communities and the overall performance of a law enforcement department. For example, women officers are less likely to face allegations of excessive force and can reduce the use of force among other officers in the department (Duffin). Yet, in 2019, 67.1% of full-time civilian law enforcement employees in the United States were female, but only 12.8% of full-time law enforcement officers were female compared to the 87.2% that are male. While women are capable in leadership positions within police departments, as of 2016, only about 8% of intermediate supervisors (those below chief and above sergeant or first-line supervisor) were female. About 10% of first-line supervisors (sergeant or equivalent) were female within the United States. The percentages of female first-line supervisors and intermediate supervisors were more than twice as high in departments serving 250,000 or more residents as in those serving fewer than 10,000 residents (Hyland & Davis, 2019).

The purpose of this qualitative, phenomenological study was to evaluate women's perception of gender bias within the police department. The study also looked at whether gender bias affected the leadership and culture within the organization. This chapter's information will show how this study and its findings can close the gaps in the literature by offering documented and personal information regarding bias while allowing for additional research in the future.

Discussion of Findings

The design of this study is phenomenological and the methodology is qualitative. I asked interview questions to address the perception of bias women felt were levied

against them in an urban police department in the Northeast. This study was guided by the following four research questions.

Q1: How do women police officers perceive gender bias in police departments?

Q2: What gender inequalities in the modern workplace are evident for women police officers in the police department?

Q3: How does gender discrimination endure within male-dominated organizations such as police departments?

Q4: How are the issues women face in leadership positions within police departments a direct result of gender discrimination?

The research questions encompassed the search for information regarding gender bias in male-dominated organizations and how the perceptions of this bias affect women and their goals within their career. Resulting from the interviews were examples and 'lived' stories of how bias in entrenched within the culture of the police department, but also how bias is maintained because of societal expectations. The themes that emerged from the findings were: (a) gender liabilities, (b) inequalities despite rank (c) gender-based strategy (d) discrimination longevity (e) leadership issues (f) women vs. women (g) gender mentoring and networking. The first three themes were related to women and bias the other themes are related to leadership, discrimination, and future needs. In the following sections, I will address each research question and focus on how the data provided to me by the participant interviews speak to those questions.

Research Question 1: How do women police officers perceive gender bias in police departments?

The first research question relates to how women felt they were being treated because of their gender. The research responses addressed the themes regarding gender liabilities and gender-based strategies because they showed how their gender was a liability or obstacle they had to maneuver around in order to be considered an equal. As women in a male-dominated environment, there are different ways that they were treated like they were less competent than their male counterparts. This was evident throughout the interview process, since all the participants had discussed at least one incident that made them feel unwanted or more of a distraction rather than an equal. So, while Susan stated she was treated like a woman on a date rather than an equal. Kathy likewise saw firsthand what it felt like to be unwanted in her precinct because she was a woman. Many of the participants also indicated that at some point in their career they received some unwanted attention from a male officer and had different ways that they dealt with this attention (this could be someone of any rank). As we see in Chapter 4, both Claire and Gail experienced unwanted attention of men in rank both on and off duty.

Another common situation experienced were comments made by males about the women's use of the bathroom—either using it too much or taking too long. While this concern may not seem like a big issue, in the police department it takes several minutes longer for a woman to use the facilities than the men because it entails removing a gun belt and other issued equipment. For this to be a constant source of ridicule and jokes indicated the lack of respect, and distain for the physical needs of the women employed by the organization, as well as consideration for women in general.

Because the police force is a male-dominated organization (Dean, 2013), when women join a police department, they are forced to accept the traditional roles, which means that women must identify with the masculine police culture. By assimilating, they are negatively labeled as butches and are seen as less feminine by other officers (Deans, 2003). This relates to the earlier discussion about the double bind for women. Such labels negate women's ability to advance into higher ranks of law enforcement despite the fact that they have demonstrated their aptitude for police work and correlating assignments (Deans). Forcing women to alter their behavior to fit in with the male-dominated culture is one form bias against women in policing.

Morash et al. (2006), stated that stress, which results from a negative workplace environment and interactions at work, has been recognized as a major problem for police officers. Officers that suffer from high stress levels tend to have both physical and mental ailments. There are certain expectations that cause stress uniquely for women in comparison to men. Regardless of legislation that allowed for opportunities for women in policing, there is still only a small percentage of women in law enforcement. Therefore, women in policing are considered members of a token group and because of this they will have difference experiences in the workplace than men. Some of this stress involves the rejection by other police officers. This research question addressed this rejection.

This research question focused on how women felt the police department valued their employment, their abilities, and attributes that differ from their male counterparts. The behavior of male officers (regardless of rank) continues to make women out as a less than valued member of the police department. This bias against women is continuous and contagious if the organization does not change the culture within the police department.

Research Question 2: What gender inequalities in the modern workplace are evident for women police officers in the police department?

Gender bias has many different definitions, spanning from the scholarly to the personal. For the purposes of this research study, *gender bias* is the social and cultural preference and tendency to prefer one gender of another (Pearse, 2017). In the police force, gender bias is still a pervasive issue, as Crooke (2013) explained:

> Gender inequality is still a defining aspect of law enforcement, even in today's world of slowly increasing employment fairness. Women in law enforcement are often inexplicitly resented by their male counterparts and many face harassments. Additionally, many women encounter a 'brass' ceiling and are unable to rise to supervisory positions despite their qualifications. Many women do not even try to reach these positions because of fear of oppression from male coworkers. While at the police academy, women in often need to prove themselves. Whereas their male counterparts were easily accepted, the women were automatically considered inferior and only seemed to be able to change this perception by showing the men otherwise. The women in the academy were watched more closely and felt they were expected to do something incorrect. (p. 1)

Crooke's overview of gender bias indicates that there is still work to do in terms of gender within law enforcement. Law enforcement leaders need to look at how they are employing and promoting women, including the harassment women face and the resulting lack of confidence it causes, which affects women attaining supervisory positions.

This research question responses effectively addressed the theme of inequalities despite rank. This question offered a direct look at how, regardless of the laws in place, women are less valued than their male counterparts. One issue that was unexpected when doing the interviews was the lack of facilities for women who came back from maternity leave and were still nursing. As seen in Chapter 4, Gail's partner had to pump her breasts and the sergeant said only on your lunch break. Kathy similarly said that there were no

accommodations available for women who were still breast feeding. Some of the women stated that the supervisor denied them the ability to nurse and then mocked them when they leaked through their uniform and bullet proof vest. Other women ignored the order and then were given a complaint for failure to follow a lawful order. As of January 2020, there is a class action lawsuit filed regarding a need for lactation rooms in police stations (litigation is still pending; Miles, 2020).

Another topic that kept arising during the interviews was the way women felt they were treated when looking to move up the ranks or a lateral move to a more prestigious assignment. Anne, a high-ranking civilian employee, was told that civilians were only one step above a felon and were employed by the police department as a form of social welfare. Jean, a sergeant, was told by a lieutenant that women do not deserve to be supervisors and did his best to get her transferred. Alix also applied to a position and was denied but a male officer with less qualifications attained the position based on the lieutenant's preference of having no women in his unit. These examples give an overall glimpse of the inequalities in the police department women face on a regular basis.

Research Question 2 allowed me to document situations where gender inequality is present within police departments. It is clear based on the interviews that many departments have not met the basic needs that a percentage of their employees require to do their job properly. The inequalities that women endure concerning their maternity and promotional process needs to be addressed within this organization. The need for the male counterparts of all ranks directly and indirectly let women know they are not wanted is unacceptable as well as the organization to encourage such behavior is deplorable.

Research Question 3: How does gender discrimination endure within male-dominated organizations such as police departments?

This research question responses answered the themes regarding discrimination longevity, leadership issues and women vs. women. Discrimination based on gender was touched upon in different ways throughout the research. When asked how this type of discrimination continues there were similar responses, with a few that were unique. The common response was the people are set in their ways and do not want to compromise. Another reason was that men dictate the rules and therefore discrimination endures because they do not want change. As for unconventional responses, one participant felt that discrimination has been around for forever and it will never be fixed. The most unique was that discrimination in a male-dominated environment uses sex as a weapon. Men use their rank to get women to sleep with them and women oblige as long as they get something out of it. So, while men use their status, women should also be held responsible for continuing the persona that women are not equal to their male counterparts. The ideal that men and women are not equal, and that women would use these assumptions to benefit themselves while indirectly hurting other women seems counterproductive and undermining. It is this thought process that impedes women's advancement not just in the workplace but in society.

One would think to fight male dominance that women should build each other up and try and bond with each other. The issue is that when women do achieve a higher rank or title many do not help the next woman. Derks et al., (2011) stated that based on the queen-bee behavior when women are successful, they distance themselves from other women, which reduces the likelihood that other women will benefit from their

advancement. The tension between women comes from the need to set yourself apart from other women. The need to set yourself separate is vital to ensure that you get what you want or deserve, regardless of what other women want. Derks continues by indicating that the queen bee phenomenon is the reason for this antagonist behavior. Queen bees set themselves apart from other women by emphasizing their masculine characteristics (e.g., dominance, independence) and by stressing that they differ from other women. Although the behavior of queen bees tends to be seen as contributing to gender disparities in career outcomes, Derks argued that queen-bee behavior is actually a result of the gender bias and social identity threat that produces gender disparities in career outcomes.

Continuing with the queen-bee phenomenon of women's pursuit of advancement, Derks et.al (2011) stated that these women are victims of gender bias because they cannot attain promotion based on their gender in a male dominated organization unless they alter their behavior. Holly indicated that within the police department discrimination is generational. Her grandfather and father were police officers and shared their stories to the following generation of male officers so the ideals of the past generations infiltrate the younger ones. By maintaining this generational mind-set, it continues the bias regarding women in the police department. Likewise, Alix stated that people do not want to change; they listen to their parents and accept an idea as truth for the next generation instead of altering their behavior.

Another component for discrimination longevity found was located with the leadership of the organization or station. The lack of respect for women in the police department detailed in the interviews was overwhelming. Most of the participants

indicated that they felt that a large number of their male counterparts did not want to work with them because of their gender. Some of the interactions are subtle but others were told directly that they did not belong in this organization. Marcy stated that she was told by a male supervisor that women should not be doing police work. Furthermore, Anne was told that women should not be on the police force, that they took jobs away from male police officers and cannot be trusted. Alix also noted that when the higher ranks within the police department have no respect for women and limit their abilities for promotion it indicates that it is acceptable for others to treat women the same way.

Eagly and Wood's (2012) study asked the participants questions to reflect the values or standards of men and women with respect to work issues. The findings indicated that men were more likely to believe that they have more of a right to jobs or were more deserving of work than women when jobs are scarce. Women believed more than men that having a job was the best way for a woman to be independent, while men felt that they make better political leaders and business executives (Kiser, 2015). The research provided insight into the factors that might affect how men and women perceive both themselves and the opposite gender.

The findings are also consistent with the social role theories and the roles men and women are expected to play in society. These expectations are based on gender expectations and norms. It is these perceptions that contribute to the issues regarding gender inequality in the workplace and how these behaviors and attitudes affect roles and norms (Kiser, 2015).

The gender schema theory initializes the thought process of how girls and boys are taught to think about themselves. These ideas manifest themselves as they grow into

women and men which in turn dictates how society sees individuals. Bem (1981) stated that human behaviors and personality attributes should cease to have gender. Included in this theory is the ideal that society should stop projecting gender into situations irrelevant to genitalia.

As society maintains certain stereotypes regarding women and men this ideal filters down into organizations (Heilman, 2012). Employers should be aware that organizations that are male dominated may tend to perpetuate disparities in promotion, compensation and other terms of employment (Understanding and developing organizational culture, 2021). When the leadership of an organization, whether directly or indirectly, allows for this type of discrimination against a specific gender of employees it creates a hostile environment and low morale. This mentality effects all the members of the organization and contributes to the longevity of discrimination.

This research question focused on how discrimination has endured within the police department. Women who have chosen a career in law enforcement do so knowing that they are entering a male dominated profession. Unfortunately, the barriers that they faced based on this research seems to be growing and not subsiding with time. The lack of acceptance and equality throughout this organization needs to be addressed sooner rather than later. The changes must start at the top and work their way into every facet of the organization in order to ensure better opportunities for women in the future.

Research Question 4: How are the issues women face in leadership positions within police departments a direct result of gender discrimination?

This research question responses adhere to the theme of leadership issues. The research showed that there are less women in leadership positions than men. There are

also outstanding lawsuits against certain police departments regarding discrimination against women within these departments. When interviewing some of the ranking participants there were indications that the lack of respect for women on the police department started at the higher levels and filtered down to the rank and file. As we see in Chapter 4, in the interactions with men of all ranks there were undertones and direct lack of respect these participants had to endure throughout their careers.

Anne was a high-ranking civilian and throughout her career she indicated that the lack of respect she endured was not just because she was a civilian but because she was a woman, so she was always overlooked and disrespected. Similarly, Jamie stated that her interactions with a male lieutenant would constantly tell her that women didn't belong in the police department and certainly should not be a supervisor. Jamie also indicated that the commanding officer was aware of this behavior and did nothing to stop it.

Gender bias and discrimination is at the forefront of the news and social media. Yu (2015) did a survey of 168 women law enforcement officers across the country and found that each one had experienced bias at least once during their employment. The fact that these women were directly told that they do not belong and are unwanted offers a glimpse of how the culture within the police department has an anti-women climate, and it seems like no one is willingly to attempt to change it.

Marcy stated that the lack of respect was staggering and being a woman and a civilian only made it worse. The fact that some males felt that they could directly come to her and say women shouldn't be on the police department indicates that the leadership had no issues with gender discrimination. Likewise, Kathy continued this notion based on her interaction with a male of equal rank. He told her directly that the men run the show

here and he had no time for women bosses. He also told her that you better be on board or you will regret it.

Alix noted that when higher ranking officers have no respect for women, then it opens the door for others to treat women the same way. Respect starts at the top and filters down to the rest of the organization. Furthermore, Nicole stated that many of the top officials within the police department think that if a woman achieves a higher rank or prestigious assignment, she must have slept her way into that position. This thought process undermines all women and alters how other men interact with women of all ranks.

As a woman supervisor, and based on first-hand accounts, the discrimination gets worse the higher your rank. The stereotype that women do not deserve to be in leadership positions or worse, they did not earn it affects the culture of an organization. This gender bias then affects the management and leadership abilities of women in the police force.

This research question looked at women in leadership positions and the issues they faced as a direct result of gender discrimination. During this research it seems apparent that discriminations and stereotyping accounts for reasons that there are fewer women in leadership roles. Male perceptions with accepting women in the police department, as well as regarding women's roles and abilities and also deserving the position in the first place devalue women and their place in leadership roles. These issues are a big concern for the police department since the need is for diversity and equality are essential in today's society.

Application of Findings

The general problem addressed in this study was gender bias and discrimination against women. Other issues that arose throughout the research were the lack of women in the police department and in leadership roles, as well as the lack of respect all women felt levied against them regardless of rank. Kiser (2015) examined the attitudinal differences between men and women with respect to work and leadership. Kiser stated that gender role theories address the use of stereotyping and places men and women into roles based on perceived norms. Some of the perceived norms include being the primary caregiver to children and their extended families. When family is perceived as a priority that occurs outside of the workplace, women are held back from obtaining higher level managerial positions. Such perceptions and attitudes of both men and women play a role in organizational culture and feed into the bias regarding positions and wage differences between them.

Clary (2020) stated that multiple studies since the 1970s have found that diverse and representative police forces are more effective and beneficial for the communities they serve. Given the underrepresentation of women in leadership positions within law enforcement, the task of rectifying this identified problem has fallen mainly on their male counterparts.

Women tend to join police departments for different reasons than men. While both value job security, women tend to prioritize an encouraging work climate, and family friendly work policies, as well as a choice of work assignments and social contributions (Clary, 2020). The need for women's representation within the police department is imperative to help draw more women into the organization. When entering

a male-dominated organization the need to fit in or assimilate to the masculine culture is challenging for women. Alix stated that it did not matter what she did to fit in, whether it was how she dressed or how she behaved, the men still had no respect for her and did not believe women belonged.

By having a larger contingent of women in the police department it may reflect the diversity of the communities they serve as well as show the next generation of women that law enforcement is the career they can pursue. Clary (2020) stated that if women are not involved in crafting messaging to recruit female officers, this distinction is likely to be lost and that message less effective. By shifting the current demographic of the police department and encouraging some changes to the culture it employs can help alter the gender bias and discrimination that is currently utilizing. The findings and conclusions of this study reflect the women who are were employed by an urban police department in the Northeast.

When women enter into the police department they are expected to assimilate to the male-dominated culture of the organization. Yet, based on the research and other studies when women feel that the organization does not value their motivations for entering the field of law enforcement, they do not tend to remain within the organization. Cordner and Cornder (2011) stated that the barriers to the recruitment, appointment, and retainment of women in law enforcement discloses the truth that the imbalance is due to the procedures and tactics of law enforcement academies and departmental activities.

Application to Leadership

As previously noted, women are capable in leadership positions within police departments, but as of 2016, about 8% of intermediate supervisors (those below chief and

above sergeant or first-line supervisor) were female. About 10% of first-line supervisors (sergeant or equivalent) were female within the United States. The percentages of female first-line supervisors and intermediate supervisors were more than twice as high in departments serving 250,000 or more residents as in those serving less than 10,000 residents (Hyland & Davis, 2019).

As more women enter the workforce, they gain the work experience to qualify for leadership positions. Organizations need to expand their notions of what constitutes effective leadership as it relates to gender, stereotyping, and expectations (Stelter, 2002). By altering the way an organization interacts with their employees the culture within that organization can change direction to offset past discretions regarding gender bias. Given the nature of the research, leadership requires individuals to embrace change that will allow people to follow them without hesitation. It is also through effective policies and practice organizations must determine how best to ensure equal access to leadership positions (Rhode, 2017). Holly stated that when an organization's expectation is that women have to alter who they are in order to be accepted, it is time to take a hard look at the leaders that run the police department.

Blackmore (2010) stated that leadership is defined as a social, relational, and collective practice. True leadership in an organization should want to showcase their abilities to incorporate all of their employees into the culture. It should be inclusive of everyone and not exclusive and elusive to others. Included in leadership is not just those individuals that hold titles but the entire organization must move towards diversity of its members of different ranks. Only then will the police department treat all its members equally.

Recommendations for Action

The findings of this study result in several recommendations for action. The first and second recommendations deal with hiring practices, including programming for mentoring and networking. The third recommendation is for more attention to be paid to how individuals are promoted whether it be based on nepotism or merit. The police department is a civil service occupation, meaning that a test is required to get promoted. On the other hand, after the rank of Captain all promotions are decided by the higher ranks. It is these protocols that need to be addressed. While some women do get these promotions, their assignments are not as high profile as those of the men. It is those positions that help you attain your next promotion.

The police department, being a civil servant job, requires a written test in order to begin the process of being hired. There is a slew of paperwork to fill out as well as a psychological exam and a physical fitness course. This timed course is designed to show stamina and upper body strength. One recommendation regarding this part of the process would be to allow prospective applicants an opportunity to practice this course before-hand in order to understand how to pass. Another piece of this recommendation would be to look at other urban police departments and see if they have established any protocols regarding a physical fitness course. While not part of the hiring process, another aspect that was brought up during the interviews with the participants was the need for specific training for women. If the police department offered physical training for women that would help them learn how to restrain someone without hurting themselves or others. This would show that the police department not only cared about their women officers but would perhaps encourage other women to join this organization.

Creating a formalized leadership/mentoring program for underrepresented women police officers is one way that many departments are currently attempting to address these issues (Clary, 2020). Education about the benefits of diversity in policing, systematic internal assessments of why women are leaving departments. Have conversations with patrol staff about causes of the problem, the creation of policies that enable women to balance work and family life, and promotion of women into positions of leadership may also increase retention among women officers (Clary).

Another aspect to help the retention of women in police organization is to appreciate the unique skills female officers can bring to the job (for example, female officers' increased effectiveness in de-escalating incidents compared to their male counterparts; Clary, 2020). Clary stated that making women feel like a valued and important member of the team is the first step in welcoming them into a profession where they are vastly underrepresented.

To significantly increase the number of women in law enforcement throughout the nation, police departments must select recruiters and mentors who understand those we seek to employ. Clary (2020) stated that these individuals should work to identify women in their departments, empower them to create the recruiting message, and help them create a culture that embraces their differences and the values they bring to their departments and law enforcement. Providing women with the necessary resources and allowing them the latitude to set up specialized recruiting, mentoring, and leadership training for incumbent officers and new recruits will begin to create a culture that leads to an increase in the number of female officers in a measurable way.

It will take a concerted effort by command staff across organizations to achieve this goal, but several studies have shown that making our police forces more demographically representative of the populations they serve may provide numerous benefits. When these steps are followed accurately, both officers and the department as a whole benefit greatly from the inclusion and participation of women officers (Clary, 2020).

Furthermore, the police department needs to change the way they interact with women if they are to retain them. One way to do this would be to examine their policies regarding women health and the required equipment. When women are issued a vest, it rarely fits correctly. The vests are typically made for men and when women cannot get one that is close to their size, they have to purchase one privately. This piece of equipment is mandatory but it also can save an officer's life. If the police department really wanted women officers then they would care enough to get every woman measured properly. This is also true about the uniforms. When you go to get them, they are male sizes. Then women have to pay extra to get them altered to fit properly. There are also no maternity uniforms for women officers. Women must buy a bigger size and get it altered, which is an expense that is not covered by the department.

All of the participants believed that there needed to be more women in leadership positions within the police department. Jamie believed that these women could help guide new women officers with their training, and job opportunities and offer advice when needed. Moreover, Kathy stated that one way to help women excel would to have mentorships available within the organization to allow women to interact with each other, not in a work setting but a social one. Women need a balance in their lives, we need to

take care of each other. This profession is a high stress and dangerous one; begin able to rely on this mentorship as a safety net might make the difference on women careers and lives.

Recommendations for Further Research

The findings from the research study have supported the evidence of gender bias in the police department. This study has shown that there is a gap in information regarding women in law enforcement as well as how to address the lack of retention within police departments. Future research could go in several directions based on the findings in this study. For example, researchers could examine why women are underrepresented at the field level as well as in leadership positions. Included in this, researchers could pursue why women leave police organizations in larger numbers than men. An alternative direction for research would be to interview women that are currently employed by the police department, since I only interviewed retired women. This could give a different perspective of the organization from someone that is an active officer. An additional research study could be to find a police department that has a police commissioner or equivalent and interview the women within this police department to look to see if the culture is different than ones with a male police commissioner in charge.

Another avenue to consider would be to review other established mentorships and see if they have a positive impact on women within the police department. Additionally, future researchers should examine whether these mentorships encourage women to obtain leadership positions. Lastly, police departments need to reassess how they hire, train and promote women throughout the organizations. Included in this reassessment is not only

uniformed members but civilian members as well. Thus, addressing gender bias can help augment the perceptions of women within government agencies, including police departments.

Conclusion

Gender biases against women are a pressing issue within society. Perceptions and attitudes of both women and men can play a role in gender biases against women and in the culture of organizations. Gender biases are visible in individuals' actions, thoughts, and beliefs in private and public institutions, such as using vulgar language, inappropriate jokes, or lack of inclusion within the workplace or social gatherings. Throughout history, women have had to fight against gender bias and for their right to vote and work outside the home. Women are still fighting for equal pay and many types of positions within certain organizations (Eagly & Wood, 2012). Gender bias in government institutions, namely urban police departments, was the focus of the proposed study.

From its inception, the police force has been a male-dominated organization. When women join a police department, they are forced to accept the traditional roles, which means that women must identify with the masculine police culture (Dean, 2013). Moreover, by assimilating they are negatively labeled as butches and are seen as less feminine by other officers (Dean, 2013). The label negates their ability to advance into higher ranks of law enforcement even though women have demonstrated their aptitude for police work and correlating assignments (Dean, 2013). Forcing women to alter their behavior to fit in with the male-dominated culture is one form of bias against women in policing.

Overwhelmingly, the women in this study initially indicated that no bias was leveled against them. Some participants struggled to verbalize their interactions with men. However, as the interview progressed, they came to realize that the behavior of some of the men they interacted with was not just boys being boys but actually gender bias they had been subjected to. This study provides an outline of how a large urban police department in the Northeast is replete with gender bias and discrimination. It is the hope of this researcher that this study can move this police department as well as other organizations towards being more accepting towards women in general and afford them the opportunity for more leadership positions in the future.

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APPENDIX A

Interview Questions

1. Are you currently an active member of the police department?
2. How many years have you been a member of the police department?
3. To the best of your recollection why did you join the police department?
4. Please briefly describe your assignments with the police department.
5. Do you recall a time when you didn't get an assignment you wanted? Any reason given?
6. From your experience, please describe any gender-based obstacles you experienced as a woman in the police department.
    a. When during you career did you experience them?
    b. Anything else?
7. From your experience, please describe any gender-based practice/strategy that you engaged in the increase your acceptance within the police department?
8. Reflecting on your experience what was the most difficult gender-based obstacle you had to overcome during your career within the police department?
    a. How did you overcome it?
    b. Or didn't you?
9. Based on your perception what is the biggest issue women face within the police department?
    a. Why?
10. Based on your experience can gender-obstacles (answer from #8) be overcome?
    a. How?
11. From your experiences what can women do to improve their experiences within the police department?
12. From your experiences what advice would you give men when interacting with women in the police department?
13. Can you speculate why gender-based obstacles exist?
14. Have you noticed any other challenges women have faced?
15. What resources might help women overcome these obstacles?
16. Can you suggest what you might need, or others might need, to bring about more success for women officers?
17. What are, in your opinion, the advantages/disadvantages of having women in a male-dominated environment?
18. Understanding the purpose of the study, is there anything else you would like to add or share that was not covered?

APPENDIX B

School/Division of _____

CITYU RESEARCH PARTICIPANT INFORMED CONSENT

Title of Study:
GENDER BIAS AGAINST WOMEN IN POLICING: IS IT PERCEPTION OR A REALITY?

Name and Title of Researcher(s):
Christine M. Paolillo

For Faculty Researcher(s):
Department: _____
Telephone: _____
City U Email: _____
Immediate Supervisor: _____

For Student Researcher(s):
Faculty Supervisor: Nicole Ferry
Department: Research Institute
Telephone: 1-206-239-4764
City U E-mail: ferrynicole@cityu.edu

Program Coordinator (or Program Director):
_____

Sponsor, if any:
_____

Key Information about this Research Study

You are being invited to participate in a research study.

The researcher will explain this research study to you before you will be asked to participate in the study and before you sign this consent form.

- You do not have to participate in this research.
- It is your choice whether or not you want to participate in this research.

- Your participation is voluntary and you can decide not to participate or withdraw your participation at any time without penalty or negative consequences.
- You should talk to the researcher(s) about the study and ask them as many questions you need to help you make your decision.

What should I know about being a participant in this research study?

This form contains important information that will help you decide whether to join the study. Take the time to carefully review this information.

You are eligible to participate in this study because you are a retired member of a police department.

You will be in this research study for approximately one hour.

About 13 individuals will participate in this study.

To make your decision, you must consider all the information below:

- The purpose of the research
- The procedures of the research. That is, what you will be asked to do and how much of your time will be required.
- The risks of participating in the research.
- The benefits of participating in the research and whether participation is worth the risk.

If you decide to join the study, you will be asked to sign this form before you can start study-related activities.

Why is this research being done?

Purpose of Study:

The purpose of this study is to look at the perceptions about biases women have faced in the police department.

Research Participation.
You will be asked to participate in the following procedures:

I understand I am being asked to participate in this study in one or more of the following ways (initial options below that apply):

x☐ Respond to in-person and/or telephone Interview questions; Approximate time 1 hour.

☐ Answer written questionnaire(s); Approximate time _____

☐ Participate in other data gathering activities, specifically, _____; Approximate time _____

☐ Other, specifically, _____. Approximate time _____

You may refuse to answer any question or any item in verbal interviews, written questionnaires or surveys, and, you can stop or withdraw from any audio or visual recording at any time without any penalty or negative consequences.

Are there any risks, stress, or discomforts that I will experience as a result of being a participant in this study?

Taking part in this research involves certain risks: This could include remembering past events that could cause you emotional stress.

Will being a participant in this study benefit me in any way?

We cannot promise any benefits to you or others from your participation in this research. However, possible benefits may include this is an important area of study because in order to have equality in the workplace bias must be addressed and eliminated.

You will not receive any payment for participation in this study.

Confidentiality

I understand that participation is confidential to the limits of applicable privacy laws. No one except the faculty researcher or student researcher, his/her supervisor, and Program Coordinator (or Program Director) will be allowed to view any information or data collected whether by questionnaire, interview and/or other means.

Steps will be taken to protect your identity, however, information collected about you can never be 100% secure. Your name and any other identifying information that can directly identify you will be stored separately from data collected as part of the research study. The results of this study will be published as a thesis and potentially published in an academic book or journal, or presented at an academic conference. To protect your privacy no information that could directly identify you will be included.
All data (the questionnaires, audio/video tapes, typed records of the interview, interview notes, informed consent forms, computer discs, any backup of computer discs and any other storage devices) are kept locked and computer files will be encrypted and password protected by the researcher. The research data will be stored for five years (5 years). At the end of that time all data of whatever nature will be permanently destroyed. The published results of the study will contain data from which no individual participant can be identified.

Signatures

I have carefully reviewed and understand this consent form. I understand the description of the research protocol and consent process provided to me by the researcher. My signature on this form indicates that I understand to my satisfaction the information provided to me about my participation in this research project. My signature also indicates that I have been apprised of the potential risks involved in my participation. Lastly, my signature indicates that I agree to participate as a research subject.

My consent to participate does not waive my legal rights nor release the researchers, sponsors, and/or City University of Seattle from their legal and professional responsibilities with respect to this research. I understand I am free to withdraw from this research study at any time. I further understand that I may ask for clarification or new information throughout my participation at any time during this research.

I have been advised that I may request a copy of the final research study report. Should I request a copy, I understand that I will be asked to pay the costs of photocopy and mailing.

Participant's Name: _____

Please Print

Participant's Signature: _____ Date: _____

Researcher's Name: Christine M. Paolillo
Please Print

Researcher's Signature: Christine M. Paolillo Date: 1/5/21

If I have any questions about this research, I have been advised to contact the researcher and/or his/her supervisor, as listed on page one of this consent form.

Should I have any concerns about the way I have been treated or think that I have been harmed as a research participant, I have been advised to contact the researcher and/or his/her supervisor, as listed on page one of this consent form.

This study has been reviewed and has been approved by the Institutional Review Board (IRB) of City University of Seattle. If you have questions about your rights as a participant in this study or to discuss other study-related concerns or complaints with someone who is not part of the research team, you may contact the IRB at IRB@Cityu.edu.

APPENDIX C

At the beginning of every interview this is that statement that is recited prior to beginning the interview. This is done to ensure that every participant is told the same exact thing to ensure continuity throughout all the interviews.

Hello. This is an interview regarding the perception of bias in an urban police department in the Northeast. Being interviewed today is participant # _____ whose pseudonym is _____ and whose name is known to the researcher.

Hello, thank you for being involved with my research. Do you have any questions before we begin?

Ok, great let's get started. First, I want to remind you that this interview is being taped. So, first question….