

Challenges Facing Female Police Officers in Service Delivery in Kenya

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Abstract

The importance of effective diversity management in policing has only relatively recently been the subject of close academic scrutiny. Earlier researches largely focused on operational performance issues and matters such as the capability of female officers have continued to attract research attention. Researchers have examined the role of women in policing since the 1970s. Much of this research has focused on the abilities of police women, while other studies have focused on the unique problems that women face in this traditionally male dominated field. In particular, women as a group have historically faced opposition to their entry into the profession. Research in both the United States and Europe indicates that police forces experienced a great deal of conflict when first allowing women entry into the field. In addition, this research suggests that opposition continues to the present day, where female officers experience resistance from both male officers and some sections of the public. The resistance manifests itself in sexual harassment, gender discrimination in assignments and promotion, and a general lack of concern for integrating women into police departments. Research on issues concerning equal employment opportunities, sexual harassment, deployment and bullying has only come to the fore in more recent years. This leaves unanswered questions about the relative impact of various issues affecting women police officers in Kenya generally, hence the need for this study.

Keywords: Challenges, Women Police Officers, Service Delivery

1.1 Background of the study

Global policing is tremendously evolving on a daily basis. This has led to the enlistment of women in policing as compared to early ages where the profession was only meant for males. In U.S.A., research has revealed that in entering police work, women have encountered enormous difficulties primarily as a result of the negative attitudes of the men. Male officers anticipate women failing (Brookshire 1980); they doubt women can equal men in most job skills (Bloch and Anderson 1974); they do not see women officers as doing "real" police work (Melchionne 1976); and they perpetuate myths about women's lack of emotional fitness (Bell 1982). Horne (1980) has pointed out that the biggest challenge facing women officers is the resistance displayed by male officers in their attitudes toward women in policing.

In addition to police men's negative attitudes, women face a number of other major socially structured problems that are inherent in the larger society and are played out as well in policing. These include family responsibilities (Brookshire 1980, Martin 1980), role strain and role conflict (Martin 1980, Jacobs 1983) doubts about competence and self-worth (Glaser and Saxe 1982) sexual harassment (Wong 1984) and a concomitant fear of complaining about abuse (The Council of the City of New York, Committee on Women 1986) and, lastly, equipment and facilities inadequacies--including material conditions of such items as locker rooms (Horne 1980, Washington 1974) and uniforms (Brookshire 1980).

Almost all of the past research on women police has focused on the capabilities of women to perform police work; virtually all conclude that women, indeed, do have such ability. This capacity includes physical as well as mental and emotional fitness. Studies demonstrating women's capabilities have covered the areas of patrol work (Bloch and Anderson 1974, Sherman 1975, Townsey 1982) citizen satisfaction (Sherman 1975), police chief evaluations (Seligson 1985), response to hazardous situations (Elias 1984), academic performance (Elias 1984), physical capability (Townsey 1982), physical training receptivity (Moldon 1985), and the handling of violent confrontations (Moldon 1985, Grennan 1987).

In Kenya, the Policing system is also evolving. The Kenya Police Service has been having lady officers in the system for some good number of years as compared to the Administration Police Service. The first group of Administration Police Service female officers was enlisted in the Service in the year 2001. Since then, there has been a steady increase in the number of female police officers over the year which is in-line with the spirit of the 2010 constitution to meet the 30% gender parity rule. Serving in their various capacities, these female officers face challenges that interfere with their effectiveness in service delivery. These challenges are no

different from those faced by women police officers at the global level. It is clear that the Kenyan National Police Service Women and in particular the Administration Police Service Women have faced similar challenges like the ones listed by the above researchers and therefore the need for the forum dubbed “Administration Police Officers Western Region Women’s Forum” with an objective of examining the challenges facing women police officers in law enforcement.

1.2 Problem statement

The role of women in law enforcement is remarkable. In practice, people tend to trust in women police officers especially when it comes to matters of Sexual and Gender Based Violence i.e., “Women trust female officers when it comes to investigating gender-based violence cases, which eases and speeds the process of delivering justice” (Felperin, 2004). Evidence shows that women police officers utilize a different policing style and rely less on physical force and more on communications skills, potentially violent confrontations and are less likely to occur, or escalate into excessive force situations. Thus citizen complaints, or civil liabilities, are substantially less likely to occur. In these regard, experiences from around the world i.e., U.S.A, Croatia, Bosnia, Herzegovina, Albania, Bulgaria, Dubai, former Yugoslavia, South Africa, Rwanda and Kenya have shown the success of women in law enforcement (Balon, 2013).

However, the implication of not having a representative number of female officers is clear in most countries around the world. In Kenya, this under-representation of women at all levels in the modern police agency negatively impacts the culture and operational efficiency of law enforcement agencies. In addition, the few women police officers already in the system face numerous challenges i.e., organizational challenges like transfers, housing and poor remuneration; Personal challenges like balancing work and family, intense scrutiny, proving oneself, and professional issues such as bullying, sexual harassment and discrimination.

It is upon this backdrop that this study sought to investigate the challenges facing women in policing and subsequently provide recommendations on best practices and way forward.

1.3 Objective of the Study

To establish personal factors influencing service delivery among female police officers

1.4 Scope of the study

The study focused on the challenges facing female police officers in law enforcement targeting the Administration Police Service female officers from Western region. In this study, Western region includes Bungoma, Vihiga, Busia and Kakamega Counties. This survey focused on the four counties because although they fall in closely neighboring administrative boundaries, they experience some difference in terms of challenges in service delivery. These challenges have been grouped into personal challenges, organizational challenges and challenges emanating from interrelationship between the females officers, their colleagues (both male and female) and the public in general.

REVIEW OF RELATED LITERATURE

Theoretical Review

As research indicates, there has been much change and transformation over time for female police officers in policing. The advancement of female police officers in this once male-dominated role can be viewed through the progression of three very close, and yet potentially overlapping, explanations: (i) gender role theory, (ii) feminist theory, and (iii) tokenism theory.

Gender role theory

Gender roles are engrained in children at a very young age. Children are taught about traditional gender roles, with focus on masculinity and femininity traits, at the early stages of childhood through basic upbringings such as color of clothing or types of toys. It is expected by many for the child to conform to their gender role. Males are taught to be independent, self-confident, and aggressive. Females, on the other hand, are taught to be more passive, sensitive, and supportive. This is an extension of the role mandate that males are expected to provide for their families as the traditional breadwinner as the female stays at home to raise the children and take care of household duties (Zuo & Tang, 2000).

In male-dominated careers, especially policing, it is expected that behavioral differences would occur between males and females due to role traits cultivated in childhood, including values, characteristics, and personalities (Feldberg & Glenn, 1979; Garcia, 2003; Jurik & Martin, 2001).

Gender role theory is recognizable not only historically but in recent literature. The judgements that may arise for female police officers, based upon their gender, has evolved from both inter- and intra-gendered challenges. There are negative male perceptions of female police officers based upon the traditional gender roles and expectations. Furthermore, policewomen only enhance this stigma by upholding the feminine characteristics

that weaken gender equality between male and female police officers.

Feminist theory

Unlike gender role theory which emphasized gender differences, feminist theory identifies gender equality. Research has found that females did not start overcoming the gendered differences in policing until the 1970s which can be attributed to the rise of the feminist theory in 1976. More specifically, it is suggested that feminist theory engendered gender equality for female police officers.

Feminist theory is the understanding of causes of gender inequality with a goal to empower women to create a gender equitable environment (Williams, 2000). As gender is the primary basis for the inequality, other factors such as race and social hierarchies must be considered as impacting factors (Daly & Maher, 1998; Maher, 1997; Schwartz & Milovanovic, 1996; Simpson, 1991). Feminist theory includes the presence of intersectionality (Crenshaw, 1989; Davis, 2008). Intersectionality is “the interaction between gender, race, and other categories of difference in individual lives, social practices, institutional arrangements, and cultural ideologist and the outcomes of these interactions in terms of power” (Davis, 2008, p. 68). Gender may be one factor in causes behind inequality, but research has shown that the intersectionality expects a multitude of factors to be impactful.

The strand of feminism that is focused upon for the purpose of this study is liberal feminism. Liberal feminism focuses on gender equality through an equal rights stance with a goal to terminate discrimination and increase opportunities (Hoffman-Bustamente, 1973; Adler, Adler, & Levins, 1975; Simon, 1975; Edwards, 1990). This feminist approach does not accentuate patriarchy but recognizes there are gendered limitations that need addressed (Schwartz, 1989). Females can be empowered rather than passive in the institutional world (Daly, 2005).

Overall, the rise in feminism increased the number of female police officers. The 1980s became known as the era of emergence of female police officers in the United States due to the passing of equal employment standards, not only for females, but for minorities. This provided a legal backbone and support for females in the workforce. As research has shown, the hiring of females as police officers has found benefits of the usage of female police officers, particularly in community policing and victim services.

Tokenism theory

Gender role theory recognized and emphasized traditional gender roles, gender differences, and gender expectations between male and females. Feminist theory progressed to gender equality, with much focus on employment with the passing of the Equal Employment Opportunity Act. Despite the progression, a potential challenge still present for females is the concept of tokenism.

There has been little research on why females are not representative in management or supervisory positions in policing (Archbold & Hassell, 2009). Findings have shown that perceptions of tokenism have decreased female police officer participation in the promotion process (Archbold & Schulz, 2008; Wertsch, 1998).

Tokenism is the idea that a person was selected for employment or a position due to their minority status, such as gender (Kanter, 1977a). Previous research on female police officers has commonly incorporated tokenism theory into their studies (Belknap & Shelley, 1992; Kanter, 1977a; Kanter, 1977b). One of the earliest studies of tokenism in policing was Kanter’s (1977a) study on how differences from the norm employee (i.e. White, male, etc.) may affect an individual’s “self-perception and self-esteem” (Archbold & Schultz, 2008, p. 51). Kanter (1977b) recognized skewed sex ratios between male and female police officers. Findings showed that the tokens, or minority groups, had high visibility, low levels of acceptance, and high performance expectations (Kanter, 1977b). In policing, token females were quite visible since police is a male-dominated field.

In respect to promotion, token individuals may not have the drive since their visibility will stand out even more (Kanter, 1977b). Some tokens may not want the attention on them and would rather stay as a patrol officer and fade amongst the other employees (Kanter, 1997b). This finding is contrary to previous findings that low levels of interest in leadership positions (Megaree, 1969) or fear of success (Levine & Crumline, 1975) were really just factors supporting the bigger impression of not wanting to be highly visible (Kanter, 1977b). Kanter’s (1977b) findings were applied in Martin’s (1979) findings of two subgroups of women: *policewomen* and *policewomen*. The former were the female police officers who strived for promotion, but the latter were those who wanted to maintain the gender stereotypes and fade amongst their coworkers.

Organizational challenges, particularly between female and male police officers, may emerge due to tokenism. The impact of tokenism on an organization can increase resistance and reduce acceptance of an officer by other non-tokened officers (Kanter, 1997). For example, if it is suspected that a female was hired as a police officer since the department did not have any female police officers on staff, male police officers may not easily accept her since they may perceive her hiring was based upon gender rather than skills and knowledge. This

resistance to female police officers can continue as they strive for promotion (Archbold & Hassell, 2009). Male police officers may not perceive promotion of a female police officer worthy but rather a gender benefit due to being a token female. Additionally, Archbold & Schultz (2008) conducted face-to-face structured interviews with female police officers and found that females are aware of their perceptual token status tokenism in police departments. The female police officers (64%) stated that they were treated as token hires at least once while serving as a police officer (Archbold & Schultz, 2008). This can create low levels of self-confidence for the female police officers.

Management may choose to promote females regardless of their ability to give the perception of equality within the department. However, Archbold & Schultz (2008) found that when male supervisors supported female participation in promotion, it actually lowered the levels of participation. Therefore, it is suggested that tokenism cannot be evaluated solely on numbers but is a much more complex concept (Archbold & Schultz, 2008).

Empirical Review

Acceptance by male police officers

As noted, historically females were not easily accepted into the field of policing. Research has shown that female police officers were not accepted by their male counterparts (Balkin, 1988; Bell, 1982; Brown, 1994; Dantzker & Kubin, 1998; Haarr, 1997; Harrington, 2002; Hunt, 1990; Martin, 1980; Price, 1996; Weisheit, 1987). Indeed, Horne (1980) found that of all challenges, acceptance by male police officers is the biggest challenge female police officers face. Male police officers maintained a belief that policing is a male-dominated occupation where females are neither physically nor emotionally capable of performing the job requirements (Bell, 1982; Bloch & Anderson, 1974; Homant & Kennedy, 1985; Martin, 1980; Morash & Greene, 1986; Sherman 1975; Tiffin, 1995) and are destined to fail (Brookshire, 1980). Males perceived that females should maintain their normative gender roles (Garcia, 2003) since they are too lenient (Charles, 1982) and do not conduct *real* police work (Melchionne, 1976). During this time, males still viewed females in their gender role which implied a nurturing role. Adding females to policing decreased the status and perception of the profession which was originally viewed as a strong and masculine career (Balkin, 1988).

In addition to male police officers viewing females as not being able to fulfill job requirements, they also did not trust female police officers with the thin blue line's code of silence (Hunt, 1990, Skolnick & Bayley, 1988). Hunt (1990) found that male police officers were afraid females would expose secrets of police corruption. This lack of trust created a barrier between male and female police officers. This decreased respect inhibited effective teamwork, and increased the stress for both male and female police officers. The males were not happy with the female additions and the females were stressed with the discrimination from their coworkers. An example of lack of acceptance of female police officers by male police officers is exemplified in the Men Against Women (MAW) informal organization that was developed in the Los Angeles Police Department (LAPD) in the mid-1980s. This informal organization supported discrimination and harassment of female police officers with a goal of driving them out of the field (Feminist Majority Foundation, 1997). Such assertions cannot be applied to all male police officers, however. Findings by Martin (1980) suggested three classifications of male police officers: males who oppose female police officers, males who accept female police officers, and males who are uncertain. Therefore, the literature on lack of acceptance by male police officers is not generalizable to all male police officers.

Discrimination and sexual harassment

As a result of resistance in the field, research has found that discrimination is present for female police officers (Burligame & Baro, 2005; Franklin, 2005; Garcia, 2003; Hunt, 1990). Workplace gender discrimination is prohibited based upon Title VII of the Civil Rights Act of 1964 (Potts, 1983). Gender discrimination is a form of intimidation that may be performed on purpose, especially by male police officers, to discourage females to remain in the field. Gender discrimination for female police officers can occur during the initial hiring process (Martin, 1980), with an example as extreme physical standards favorable for male recruits (Polisar & Milgram, 1998; Sass & Troyer, 1999). If a female is not hired by a department, the hiring committee must provide proof as to why the female did not meet the standards for employment (Davis, 2005). Once hired, female police officers may then be discriminated by receiving uniforms designed for males which do not fit appropriately on the female body (Martin, 1980). Furthermore, females may face a glass ceiling when trying to promote within the organization (Crooke, 2013; Yoder, 1991).

A common form of discrimination for females is sexual harassment (Fitzgerald, Drasgow, Hulin, Gelfand, & Magley, 1997; Martin, 1979). Workplace sexual harassment of females is unwanted physical and verbal behavior from a male administrator, co-worker, or another employee (Fitzgerald, Swan, & Magley, 1997). In general, females are more offended by sexual harassment than males (Berdahl, Magley, & Waldo, 1996; Haas, Timmerman, & Hoing, 2009). Morash and Haarr (1995) found that males are normally the perpetrators who

portray offensive behaviors towards female coworkers. The comments or actions may be interpreted as flattering to other male coworkers and management, rather than sexual harassment (Morash & Haarr, 1995). Since police departments consist of predominately males, including upper management, females may be intimidated to report sexual harassment due to fear of potential retaliation (Morash & Haarr, 1995).

Intra-gender challenges

Research has found that female police officers not only experience extra challenges from external factors (i.e. management, male police officers, and citizens) but intra-gendered challenges, as well. Martin (1980) observed and interviewed 32 policewomen from the Washington D.C. Police Department in 1975 for one year. Findings concluded two types of policewomen: *policewomen* and *policewomen*. Both classifications consist of female police officers, but the adaptations to the role of police officer differs. *Policewomen* are female police officers who positively adapt to the role of a police officer (Martin, 1980). They conform to job duties and requirements, are aware of the risks and dangers, and are able to identify and react to criminal situations in a professional manner. They excel in policing, with proficient skills and knowledge demonstrating their value as a police officer. These career-driven females are professional, assertive, loyal, and motivated. For example, they strive for occupational achievement through aspiration for promotion in the police department. Furthermore, *policewomen* are aware of their minority status and any inequality that may be present. They recognize and can overcome challenges and barriers that may be present to them. Overall, *policewomen* perform the role of a police officer, a male-dominated position, successfully.

Contrary to *policewomen*, *policewomen* are female police officers who hold their normative gender roles when on duty (Martin, 1980). Personalities and attitudes are not molded to the role of a police officer but hold the standard of a female gender. For example, the feminist role is portrayed on duty by acting as the weaker gender. *Policewomen* strive for desk jobs since they do not like the proactive patrol work. Ermer (1978) found that a paycheck was the primary reason for females pursuing a career in policing. This is representative of the role of a *policewoman*. The obvious differences between the two types of police women create a divide between “doing gender” (West & Zimmerman, 1987) and “doing police work” (Rabe-Hemp, 2009). Unlike the *policewomen* who “do police work”, *policewomen* “do gender” which creates a stigma to female police officers by not being adequate in the job requirements and responsibilities. This is an additional stressor.

Personal challenges

Personal challenges are problems or barriers faced by female police officers that are non-organizational. These challenges evolve from the personal life outside of the work environment and not presented by the police department. Females may, or may not, have control over these challenges. Personal challenges include family responsibilities (Brookshire, 1980; Martin, 1980; Whetstone, 2001; Whetstone & Wilson, 1999), gender role conflict (Jacobs, 1983; Martin, 1980), and low self-confidence in the role as a police officer (Glaser & Saxe, 1982; Wexler & Quinn, 1985). Furthermore, a perception exists that a decision must be made to be either the ideal police worker or the ideal mother (Cowan & Bochantin, 2009) due to traditional gender roles. Therefore, the potential challenges female may face in the field of policing may be organizational, personal, or both.

Gender Equality in Policing

In addition to the research that found gender inequality in policing, some research has shown otherwise. Scholars have found that gender equality has progressed in policing (Green & del Carmen, 2002; Hassell, Archbold, & Stichman, 2011). More specifically, female police officers are capable of performance the job requirements essential for the role of a police officer (Balkin, 1988; Bloch & Anderson, 1974; Price, 1996). Studies evaluating the job performance of female police officers found that they have the required skills for patrol work (Bloch & Anderson 1974, Sherman 1975, Townsey 1982), including response to dangerous circumstances and violent confrontations (Grennan, 1987; Moldon 1985). Female police officers have the physical capability of pursuing policing as a career (Bloch & Anderson, 1974; Price, 1996; Townsey, 1982), including the physical training requirements (Moldon, 1985). Furthermore, studies have shown that female police officers have excelled in the beginning of their careers with high levels of academic performance in the police academy (Elias, 1984). Additional support in job proficiency has been presented through high-rated police chief evaluations (Seligson, 1985) internally, and high levels of citizen satisfaction (Leger, 1997; Sherman, 1975) outside of the organization. The field of policing has increased focus on victim assistance and relationships with the community, with the rise of a community- oriented policing approach (Zhao, Herbst, & Lovrich, 2001), rather than a crime-fighter approach. It has been suggested that this approach would benefit both the department and community with participation by female police officers (Feingold, 1994; Ferguson, 1984). Research has shown gender equality in job performance (Bloch & Anderson, 1974; Charles, 1981; Grennan, 1987; Sherman, 1975); however, females are preferable in some situations that require empathy and sensitivity (Charles, 1982; Sherman, 1973).

Females are capable of handling the emotional requirements associated with the role of a police officer

(Bloch & Anderson, 1974; Price, 1996). Females have an advantage through effective verbal communication due to a nurturing nature. (Gerber, 2001). It is suggested that female police officers have a calming effect when speaking which can defuse encounters that could evolve to violence (Belknap & Shelley, 1992; Kerber, Andes, & Mittler, 1977; Price, 1985; Spillar et al., 2000). On the contrary, female police officers can also use verbal communication in an aggressive nature. When compared to a male police officer, females are often viewed as the weaker of the two (Gerber, 2001). The female police officer may feel the need to show the male police officer her capability of handling a situation. Therefore, she may use her communication skills but in an aggressive nature (Gerber, 2011). “The woman’s verbal aggression is functional-for her male partner as well as herself-because both of them gain an increased sense of competence and effectiveness of their work” (Gerber, 2001, p. 58).

METHODOLOGY

A descriptive survey design was adopted for this study. Burg and Gall (1983), Anderson (1988) observed that survey studies are not limited to description alone but explore and evaluate aspects as well. This design permitted the researcher to collect data from an extensive area in a relatively short time as is the case with the scope of this study. The survey was carried out in Western Region which covers four Counties namely Kakamega, Busia, Vihiga and Bungoma. Both probabilistic and non-probabilistic sampling techniques were applied. Stratified sampling was used to group respondents according their ranks. All ranks were represented in the forum starting with the senior most female officers, the Assistant Superintendents, Inspectors, Sergeants, Corporals and Constables.

Random sampling was used to identify 108 female police officers who responded to the study questionnaire. In the case of key informants, five key informants were sampled. Four County Commanders were sampled based on their experience since they had worked with the female officers since their entry into the Service. Additionally, Lady Justice Ruth Sitati was sampled based on her wealth of experience in matters of the Criminal Justice System in Kenya, having worked in the judiciary for more than thirty years. As a female senior criminal justice operative, it was felt that she holds key information with regard to the challenges facing female officers in the criminal justice system in Kenya, female police officers notwithstanding. Information was obtained from key informants using an interview schedule.

The data obtained from the field was organized, edited to ensure completeness and consistency, classified and coded in line with the study objectives for analysis. Data was analyzed by use of both descriptive and inferential statistics with the aid of the Statistical Package for the Social Sciences (SPSS) version 21.0 for windows. Each question related to a variable was assigned a score or numerical value by use of likert scale method. The number on a likert scale is ordered such that they indicate the presence or absence of the characteristics being measured. All statistical measurements were performed within 95% confidence interval.

Study Findings

4.1.1 Age of officers

Findings in figure 4.1 indicate that most of the female officers were youthful whereby those between the ages of 20 to 30 years were the majority at 58.3% followed by 31 to 40 years at 38.9% and those above forty years at 2.8%.

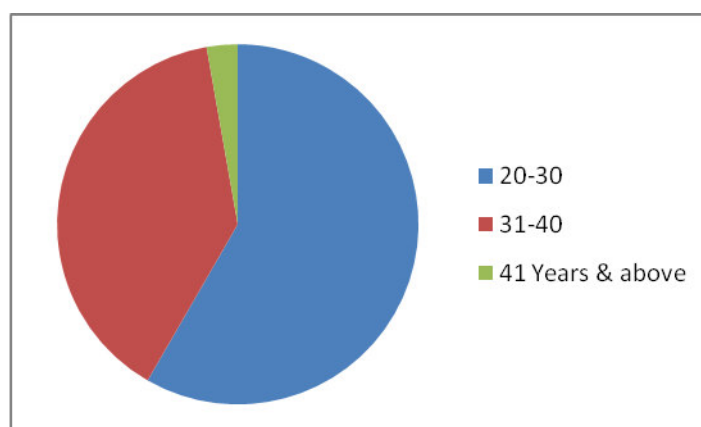


Figure 4.1: Age of the respondents

4.1.2 Duration served in the Administration Police Service

As per figure 4.2 most of the female officers had served between six to ten years representing 47.2% of the respondents, followed by those who had served less than five years at 33.3%, while those who had served between eleven to fifteen years had 16.7% representation and only 2.8% of the respondents had served more than

sixteen years.

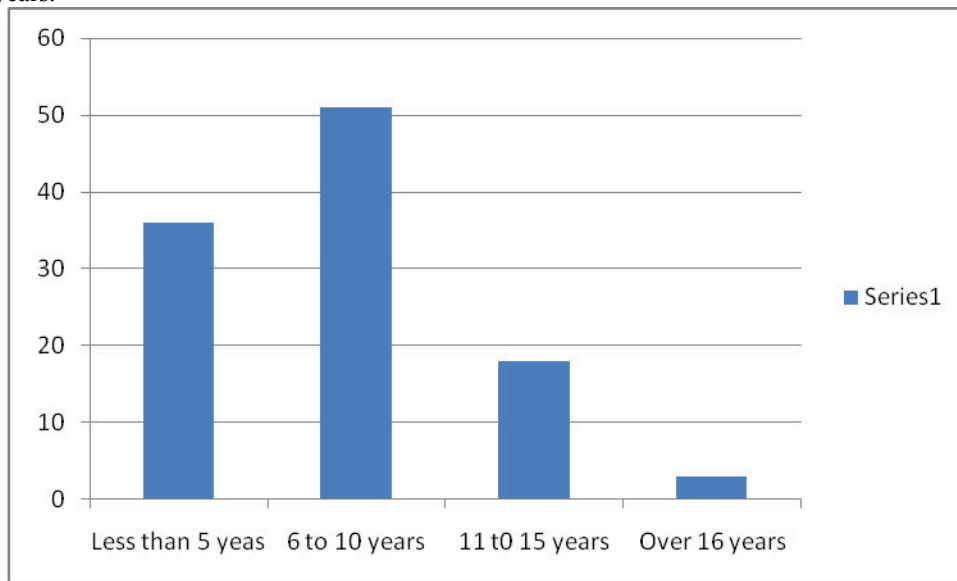


Figure 4.2: Duration female officers have served in the Administration Police Service

4.1.3 Level of education

According to figure 4.3, 64.7% of the respondents had attained a minimum of secondary education and they represented the majority of the female officers followed by those who had tertiary education at 25.9% and graduates represented 9.3%.

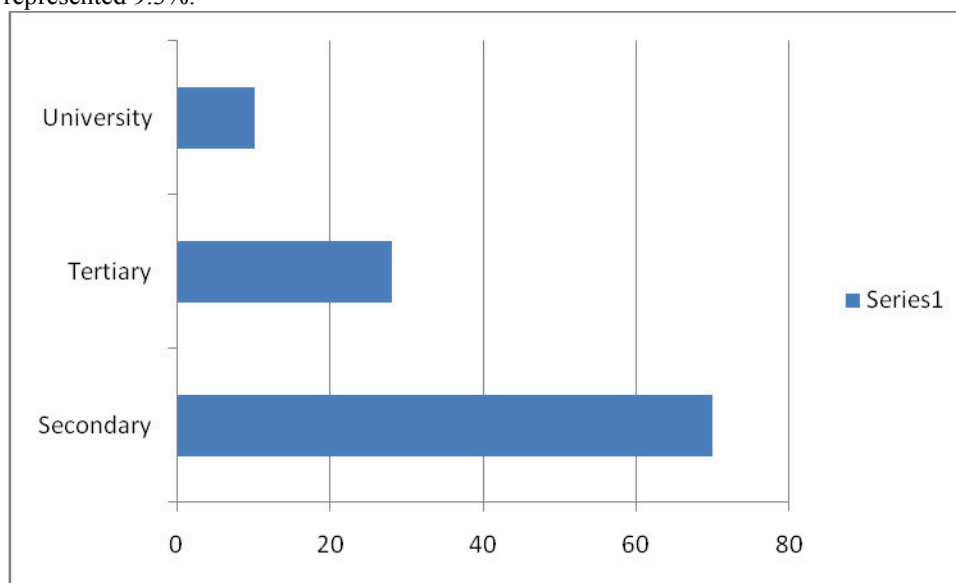


Figure 4.3: Education level of female officers

4.2 Personal factors that influence service delivery among female police officers

Table 4.6: Pearson Correlation Coefficient for the relationship between Personal factors and service delivery

		Personal Factors	Service delivery
Personal factors	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	108	
Service delivery	Pearson Correlation	.757(**)	1
	Sig. (2-tailed)	.039	
	N	108	108

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Findings in the above table reveal a statistically significant relationship between personal factors and service delivery ($r=0.757$; $P<0.05$). This means that personal factors such as proving oneself, establishing credibility, working twice as hard than male counterparts, isolation, exclusion from informal networks, balancing work and family, unsupportive families, facing intense scrutiny and loneliness have an influence on the service delivery of female police officers.

Personal factors influencing female police officers service delivery were analyzed to determine their magnitude and direction of influence on the magnitude of their influence.

Findings are presented in table below.

Table 4.7: Means, Standard Deviations, Correlations and Reliability estimates for factors on experiences of inmates

Measure of challenge faced	M	SD	1	2	3	4	5	6	7	8	9	10
Proving yourself	0.63	0.61	-									
Establishing credibility	0.81	4.36	.591*	-								
Working twice as hard	11.32	2.82	.659*	.421	-							
Isolation	2.21	2.00	.677*	.498	.431	-						
Exclusion from informal networks	2.73	2.39	.565*	.765	.599*	.871*	-					
Balancing work & family	1.72	0.56	.876**	.536*	.828**	.495	.731*	-				
Unsupportive families	1.32	0.69	.667*	.755*	.409	.503*	.604*	.832**	-			
Facing intense scrutiny	12.3	5.22	.709*	.661*	.873*	.397	.595*	.637*	.454	-		
Loneliness	0.93	3.09	.691*	.549*	.570*	.465*	.699*	.476*	.661*	.713**	-	

Note: $N = 108$; reliability coefficients = .819. * $p < .01$ ** $p < .05$

Findings in the above show that proving oneself had a statistically significant influence on the service delivery of female police officers ($SD=0.61$; $Mean=0.63$). This means that female officers are faced with the perception that they are not capable of accomplishing police duties just as their male counterparts. This in turn means that they have to prove themselves that they are equal to the task.

When considering establishing credibility as a determinant for service delivery, a statistically significant positive relationship was recorded at 95% confidence level ($r=0.591$; $P<0.05$). From the survey, it is evident that female police officers who maintained their credibility registered high standards of service delivery.

Findings of the survey also indicated that female officers had to work twice as hard than their male counterparts ($SD=2.82$; $Mean=11.32$).

Most respondents also attested that isolation as a factor influenced job delivery amongst female police officers ($SD=2.00$; $Mean=2.21$). This means if female officers are well bonded at their work place and have positive social networks they are most likely to deliver services efficiently as opposed to when they are suffering from isolation. Female police officers may belong to formal or informal groups within the police organization. Some formal subgroups are formed as a result of the functions of people working together, as in a particular station such as the undertaking general duties within a given Sub-County headquarters. Other subgroups are formed as a result of administrative levels of organization, for example, those in supervisory positions such as NCO's as contrasted with other junior officers in the organization. Informal subgroups that exist in the administration police organization are frequently socially based and sometimes affected by shift work. For example, general duty officers undertaking night sentry duties within their respective station may frequently associate in the evenings not only as a means of social activity but also as a means of maintaining their work relationships outside of the workplace.

Exclusion from informal social networks influenced service delivery amongst female officers ($r=0.871$; $P<0.05$). Respondents generally had issues to do with balancing work and family which in turn influenced their service delivery ($SD=2.39$; $Mean=2.73$). This means that female officers face a lot of challenges to balance work and family life occasioned by the responsibilities that they have to undertake as mothers and or wives to their children and husbands. From the traditional African context, the female gender has taken the responsibilities of taking care of their families especially in patriarchal societies like Kenya, Western Region inclusive.

A significant number of respondents indicated that un-supporting families influenced their service delivery ($SD=0.56$; $Mean=1.72$; $r= 0.828$; $P<0.05$). This shows that cases where families did not support female

officers, their likelihood of their service delivery being influenced was high as opposed to female officers who had support of their families.

Most respondents indicated that they face intense scrutiny while executing their duties ($r=0.755$; $P<0.05$). There was a statistically significant relationship between loneliness and service delivery ($SD=5.22$; $Mean=12.3$; $r=0.596$; $P<0.05$). These points to the fact, that female officers' need companionship to positively influence their service delivery as opposed to loneliness. The desire to belong and be accepted by the group, in combination with peer pressure, can exert a strong conforming influence on individuals. It is worth to note that the conforming group influence is probably at least as strong in police departments as in other types of organizations.

CONCLUSIONS AND RECOMMENDATIONS

In regard to the challenges encountered by female police officers from their male colleagues while undertaking duties in their work stations, the survey found out a number of factors that influence their service delivery including unequal deployment opportunities, being looked down by their male counterparts, male officers being insensitive to the needs of female officers, use of abusive language, being left out of decision making process, favoritism in exchange for goodies, junior male officers ignoring orders from senior female officers, imbalance in motivating of officers especially when it comes to promotion and sexual harassment.

The unequal treatment of female officers when it comes to deployment of duties was one of the challenges that most officers raised. The survey found out those senior officers favored male officers in deployment of duties. In cases where they considered female officers, there was always an aspect of sexual harassment involved. This was combined with looking down upon female officers as not able to perform some police duties which traditionally have been viewed as male duties such as night foot patrols, V.I.P protection among others. The survey found out that most male police officers were not sensitive to female officer's needs in the Service. Some of the unique challenges that face female officers such as taking care of their children when their domestic workers are not available negatively impact on their service delivery especially when their male counterparts are not sensitive to the same.

It was found out that many female officers are left out of the mainstream decision making process in their various stations. This was a clear indication of male officers undermining their counterparts of their capabilities to make viable contributions to matters affecting the day to day activities in their stations and lack of trust too. Female officers who hold leadership positions in the Service, that is corporals and above, felt that junior male and female officers did not give gravity to the orders that they issued as opposed to the same orders coming from their male leadership. This can be partially attributed to failure by the community in general to accept that women too can take up leadership positions and lead others the police as an organization not excluded. The survey also found out that female officers face challenges from their fellow female police officers. Some of the common challenges that survey found were gossiping, need to be treated as special, lack of cooperation, lack of respect, coping mechanisms in handling stress, unhealthy competition, rivalry, pride, superiority verses inferiority complex and unequal treatment by the senior officers.

The respondents identified some of the recommendations that can be put in place to overcome the challenges that they faced in executing their duties. The recommendations touched on three categories that is personal level, to their colleagues and to the organization.

According to the respondents, they recommended that working hours should be reviewed, guidance and counseling services made available, emphasis on regular rest, wisely spending their leisure time on co-curricular activities and devoting themselves to God as some of the mechanisms that can positively influence their improvement on service delivery. Based on the study findings, it is recommended that there was need for the rest of the police officers to access guidance and counseling services, avoid discrimination, be disciplined, enhance cooperation, keep pro-social groups, make honest consultations, enhance teamwork and train them on public relations skills to foster a positive working relationship between both genders in the service. It is also recommended that the organizational management should lay emphasis on laid down rules and regulations to ensure that procedures are followed, regulate female transfers, improve police housing, propagate equality, involve female officers in decision making, carry out more sensitization programs on gender mainstreaming, motivate hard working officers, implement a standard motivation of officers and encourage and organize inter-departmental interaction forums.

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