Women Law Enforcement Employees' Perceptions of Performance Appraisals in a Medium Size Suburban Police Department

Matthew J. Hratko
Seton Hall University, mhratko@gmail.com

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Women Law Enforcement Employees’ Perceptions of Performance Appraisals in a Medium Size Suburban Police Department

by

Matthew John Hratko

Dissertation Committee
David B. Reid, PhD
Joseph Uliano, EdD
David Gutmore, PhD

A dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Education
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APPROVAL FOR SUCCESSFUL DEFENSE

Matthew J. Hratko has successfully defended and made the required modifications to the text of the doctoral dissertation for the Ed.D. during this Spring Semester.

DISSEPTION COMMITTEE
(please sign and date)

Dr. David Reid
Mentor

Date

Dr. Daniel Gutmore
Committee Member

Date

Dr. Joseph Uliano
Committee Member

Date

The mentor and any other committee members who wish to review revisions will sign and date this document only when revisions have been completed. Please return this form to the Office of Graduate Studies, where it will be placed in the candidate's file and submit a copy with your final dissertation.
DEDICATION

Dedicated to my mother Anne Hratko, and my father Richard Hratko
ACKNOWLEDGEMENTS

Would like to thank my committee members Seton Hall University, Kean University, and Ocean County College for all the assistance and guidance throughout the years. Thank you to my friends and colleagues who without your support none of this would have been possible.
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CHAPTER I: INTRODUCTION

Statement of the Problem

The overall job satisfaction and performance of employees are areas of concern for both the private and public sector because they may lead to higher levels of productivity and increased morale within the organization. The law enforcement field, in which sworn personnel have the legal right to remove a person’s freedom, is no exception (New Jersey Revised Statutes [NJRS], 40A, 2016). Within certain situations, New Jersey police officers are authorized to utilize deadly physical force (NJRS, Title 2C, 2015). With the amount of responsibility and authority provided to law enforcement, it is of the upmost importance that managers and supervisors record employee behavior and morale.

Nonetheless, there is a recognizable shortage of research pertaining to post appraisal perceptions of job satisfaction and job performance in New Jersey medium-size police departments with regard to minorities and women. A search of the Seton Hall University Libraries’ ProQuest multidisciplinary database using the search term “Performance Appraisal and Police Officer and Job Satisfaction and Performance” returned 68,494 results. Limiting the results to the years 2010–2019 produced 30,828 results, while limiting the search to dissertations and theses produced 19,827 results and, finally, limiting it to the United States produced 29 results. A Google Scholar Search for similar research throughout 2010–2019 returned 17,400 results, but again, few studies in relation to job performance and job satisfaction amongst women law enforcement officers. The review of recent studies unveiled a significant gap in knowledge related to police officers’ post appraisal perceptions of job satisfaction and job performance. Documentation of the performance of the officers provides administration and supervisors with the effectiveness to monitor performance and productivity levels. The lack in documentation
may result in the hinderance of growth and development amongst the officers as well as the organization.

**Purpose of the Study**

The purpose of this narrative research design was to explore how women law enforcement officers within a medium-size, suburban police department perceive performance evaluations. Specifically, this narrative served to explore how women law enforcement officers grasped and distinguished the effect of performance evaluations of job satisfaction and job performance and to what extent these two variables affected overall organizational performance and productivity. As per Maslow’s (1943) theory of human motivation, the effect of performance appraisals on psychological and self-fulfillment needs and on officers’ job satisfaction and job performance were also explored.

Data were gathered from face-to-face interviews with a sample of 10 purposively chosen police officers from the Garden Police Department in New Jersey. The interviews were performed at the Garden Police Department Police Headquarters (conference room) at 255 Oak Avenue, Garden, New Jersey. The Garden Police Department is a medium-size police department in New Jersey and uses the community operational policing model. In distinction, the Mahwah Police Department, another medium-size police department in New Jersey, enacts the use of a guardian service model. The Ocean City Police Department in New Jersey operates as a community policing model, focusing on partnerships within the community. Review of the literature revealed inconsistencies in the policing models used within New Jersey medium-sized police departments. Thus, the narrative research design results cannot be generalized beyond the Garden Police Department.

This study is of importance for within the law enforcement community being that morale
and productivity can be demonstrated by the levels of productivity within the job performance and job satisfaction evaluation forms. Data and statistics gathered during the study, may reduce, if not eliminate, the insufficiency of knowledge on women law enforcement officers’ post-appraisal perceptions pertaining to job satisfaction and job-performance.

Significance of the Study

This study is significant for many reasons. “Modern organizations embrace employee appraisals as a mechanism to develop, maintain, and promote employees” (Carter, 2011). “The criminal justice literature supports that organizations embrace employee appraisals as a method to encourage employee development” (Rogers, 2003). Evaluations are utilized to ensure the overall skills and performance within the specific field. According to Senge (1990), “Organizations learn only through individuals who learn. Individual learning does not guarantee organizational learning, but without it, no organizational learning occurs” (p. 139). Performance appraisals allow for management to gauge levels of productivity, deficiencies, and training needs. There has been a lack of information available to assist law enforcement supervision and administration in what to change in their organizations in order to increase officer wellness.

Job satisfaction, which correlates with morale within the law enforcement community, may be affected by performance appraisals. Chawla and Renesch (1995) “found that organizations that enhance learning opportunities are often the only places where self-actualizing individuals grow and are happy.” Within the literature review, no correlation was found between police officers’ perceptions of job performance appraisals and job satisfaction and performance. The purpose of this narrative research design was to provide law enforcement management with information for revising policy and the implementation of performance measurements. The study was conducted to provide a rationale on how women law enforcement officers in a
medium-size, suburban police department perceive performance evaluations. Specifically, the 
examination encompassed how women law enforcement officers perceive the effect of 
performance evaluations on job satisfaction and job performance and how these variables 
aFFECTED the overall operations within the organizational structure of the department.

**Research Questions**

1. How do women police officers describe the impacts of performance appraisals on job 
satisfaction?

2. How do women police officers describe the impacts of performance appraisals on job 
performance?

**Definition of Terms**

The following terminology is pertinent to the narrative research design.

*Chief of police:* The highest-ranking, sworn member of a police department, appointed by the 
mayor and typically approved by the town council (NJRS 40A:14-118).

*Ferguson effect:* A phenomenon in which police, fearing backlash from their communities,
media, politicians, and departments, are less proactive in enforcement when interacting 
with minorities in urban environments (MacDonald, 2016).

*Job performance:* The *Business Dictionary* (n.d.) defined job performance as

the work-related activities expected of an employee and how well those activities 
were executed. Many business personnel directors assess the job performance of each 
employee on an annual or quarterly basis in order to help them identify suggested areas 
for improvement. ("Job Performance")

*Job satisfaction:* According to the *Business Dictionary* (n.d.), job satisfaction is the "contentment 
(or lack of it) arising out of interplay of employee's positive or negative feelings toward 
his or her work" ("Job Satisfaction").
Minority police officer: A sworn law-enforcement officer who is any race other than Caucasian.

N.J.S.A.: New Jersey Statutes Annotated

Performance appraisal: “An instrument designed to appraise police officers’ knowledge, skills, and abilities (KSA) relative to their assignments” (Oettmeier & Kenney, 2001).

Performance evaluation: An instrument designed to evaluate police officers’ KSAs relative to their assignments.

Police officer: A sworn law-enforcement officer tasked with providing public safety and services to a community (NJRS 40A:14-152).

Rater bias: “Appraisal errors and biases in judgement observations” (Javidmehr & Ebrahimpour, 2015).

Rater training: Process to ensure that the individual conducting the evaluation adheres to a set of standards.

Rater: A person who is in a supervisory role conducting a performance appraisal.

Research questions: Questions designed to explore information relative to a narrative research design.


Women police officer: A sworn law-enforcement officer whose identification card identifies gender as female.

Summary

This qualitative narrative research design was employed to examine the perceived effects of performance appraisals on women police officers’ job satisfaction and performance. The researcher found limited available research on women law enforcement officers’ job
performance and job satisfaction; therefore, the researcher wanted to fill the gap in the literature. This qualitative narrative study was conducted to examine the perceived effects of performance appraisals on women police officers' job satisfaction and performance. By interviewing women police officers, I was able to better understand how these individuals perceive their performance evaluations and how these perceptions influence two crucial areas of employment: job satisfaction and job performance. In Chapter II, I review the literature relevant to this study. In Chapter III, I discuss my methodology. In Chapter IV, I discuss the findings and in Chapter V, I discuss the implications of this research. Within the course of the narrative study, the relationships among women officers' perceptions of fair and unbiased evaluations, job satisfaction, and job performance were examined.
CHAPTER II: LITERATURE REVIEW

Purpose of the Review

The purpose of this qualitative narrative research design was to recognize how women law enforcement officers within a New Jersey medium-sized suburban police department perceive how their performance appraisals affect their job satisfaction and performance. The literature review served to focus the study on performance appraisals and their perceived effects on job satisfaction and job performance after appraisals are conducted to law enforcement officers.

“Several theories of organizational behavior assume there to be a reciprocal relationship between employee attitudes and behaviors and the work setting (Brief & Weiss, 2002). Employee job satisfaction while apparent within work production, fails to amalgamate a definition within industrial-organizational psychology research (Grunenberg, 1979). Spector (1997) defined job satisfaction as “simply how people feel about their jobs and different aspects of their jobs” (p. 6). Spector’s definition was used by this researcher for the purpose of conducting the study.

Job Satisfaction

Job satisfaction has thoroughly been measured by an individuals’ immediate work environment. Carless (2004) stated, “job satisfaction was a psychological state of mind, reflecting an affective response to the workplace.” According to Hackman Oldham’s (1980) job characteristic model, “employees who perceive and experience the critical psychological states of meaning, feeling of responsibility, and knowledge in the work environment were generally more satisfied with their jobs than their counterparts.”

Job satisfaction is mostly determined by how outcomes will meet the expectations or
exceed the level of expectation. Within the parameters of the work environment, if the employee feels he or she is working harder than others in the department but receiving lower rewards, the employee may become dissatisfied and have a negative attitude toward the job, the boss, and coworkers. On the opposite end of the spectrum, if the employees feel they are being treated equitably by the organization, the employees will be satisfied with their job and provide a positive attitude (Zimmerman, 2018)

As per Gray’s (1970) reinforcement sensitivity theory, individuals differ on their levels of sensitivity to reinforcements or rewards. This theory focuses on the traits of emotional stability and extraversion and how individuals perceive and react to different situations. When seeking emotional stability, “as levels of emotional stability decrease, so does an individual’s sensitivity to reinforcement” (Gray, 1970). “People low in emotional stability have exaggerated responses to rewards” (Pickering, Corr, & Gray, 1999). Decreased levels of job performance can be explained by this theory, such that if an individual is low on emotional stability and they receive praise or a reward for a small portion of great performance, he or she will increase the praise they received and think that they are performing at peak levels, which may cause their subsequent performance to suffer.

“Emotional stability has been one of the strongest dispositional predictors of satisfaction in the workplace.” (Judge, Heller, & Mount, 2002). “Low levels of emotional stability and job performance lead people to experience more negative life events” (Magnus, Diener, Fujita, & Pavot, 1993). The negative perception can result in a decrease of satisfaction amongst the those in the workplace. “Individuals who are low in emotional stability are more likely to be irritable, depressed, or anxious, and these traits inhibit the completion of workplace tasks. (Barrick & Mount, 1991).
Job Stress and Burnout

Occupational stress is defined as “an imbalance between individual resources and workplace or environmental demands.” (Cherniss, 1980). “Stress occurs when demands placed on an individual exceeds their capacity to avoid, alter, or control those demands” (Biggs, 2011; Stinchcomb, 2004). Sparks and Cooper (1999) studied 7,099 employees from 13 different occupations and discovered compelling collaborations amongst workplace indications amongst employee distress, including anxiety and depression (Biggs, 2011). Sparks and Cooper (1999) also determined that the quality within the social atmosphere in the workplace illustrated a judgement likely associated with job stress. Nelson and Burke (2000) determined a relationship between lack of power, role equivocalness, and role conflicts and employee stress.

Job stress was found to alter the performance and functionality within the workplace (Fairbrother & Warn, 2003). Negative effects included reduction in productivity, decreased commitment to obtaining organizational goals, failure to be proactive and take initiative, and negative attitudes amongst staff (Greenberg & Baron, 1995; Matson & Ivancevich, 1982). Increases in high levels of work-related stress have been conventionally attributed to low levels of job satisfaction (Landesbergis, 1988; Terry, Neilsen, & Perchard, 1993). Ordinarily, work-related stress is a precursor towards job satisfaction, and while the two intertwine, a distinct composition is apparent (Stanton, Bachiochi, Robie, Perez, & Smith, 2002).

“Chronic stress is characterized as burnout on the job” (Cherniss, 1980, Maslach, 2003). Maslach, Jackson, and Leiter (1996) articulated the discrepancies that burnout represents a crisis or critical environment within an employee’s relationship to work engagement to disengagement to burnout. “Engagement was defined as an energetic state in which an employee feels highly confident about their ability to do work; whereas, burnout depicted a state of exhaustion in which
the employee became increasingly cynical about their job, their work environment, and their perceived position in the organization” (Maslach et al., 1996).

Workplace burnout can be categorized into three elements: “emotional exhaustion, depersonalization, and a reduced sense of accomplishment” (Maslach, Schaufeli, & Leiter, 2001, p. 402). Emotional exhaustion occurs when the employee’s emotional assets are below levels or exhausted. Depersonalization is present when an employee is motivated by self-interest about their respected workforce and attempts to disengage themselves from others. A reduced sense of accomplishment reflects the employee’s perception and value toward the workforce; resulting in the employee failing to make contributions. Lee and Ashford (1996) determined work-related burnout to be highly related to the work environment and job demands, causing deficiency in independent decision-making.

Burnout can affect anyone and is associated with many consequences throughout the workplace environment. Freudenberger stated, “Dedicated and committed individuals are most prone to burnout” (p. 159). There are several distinct factors within the law enforcement community that increase the risk and likelihood of an officer becoming fatigued. Benson and Magraith (2005) stated, “professional isolation, working with a difficult population, working long hours with limited resources, unable to define success, unreciprocated giving, and failing to live up to one’s expectations” (p.497) contribute to burnout.

Smith, Davey, and Everly (2006) stated, “Burnout results from overlong exposure to one or more negative stressors.” Shirom (2005) explained, “work related characteristics and the dynamics of one’s personal environment as causes of burnout.”

**Law Enforcement Job Satisfaction**

Bennett (1997) dictated that job satisfaction is a “neglected but important and timely
topic in police studies” (p. 226). As identified by Biggs (2011), “the first construct is focused on explanatory demographic variables, and the second construct emphasizes the importance of an employee’s work environment.” Work environment serves as a level of importance as it can be related to turnover.

Many studies that focus on job satisfaction amongst law enforcement officers have been limited to the following characteristics: age, gender, ethnicity, education, type of assignment, and length of tenure (Biggs, 2011; Dantzker, 1992, 1994; Zhao, Thurman, & He, 1999). However, Carlan (2007) and Zhao et al. (1999) determined that many of the studies had conflicting results. Carlan (2007) stated, “Job satisfaction fluctuates among agencies and individualism yet one constant of job satisfaction research is that demographics contribute little to the explanation of this emotional phenomenon” (p. 75).

Mixed results have been formulated concerning the education of a police officer and his or her relationship toward job satisfaction. A study conducted by Leftkowitz (1974), showed that patrol officers with some college education did not have a greater appreciation for the job than did their peers who have never attended college. However, Griffin, Dunbar, and McGill (1978) found no significant correlation between job dissatisfaction and educational levels amongst police officers in Detroit, Michigan and Oakland, California.

Dantzker (1992) hypothesized that college-educated law enforcement officers would become less satisfied with the job as their tenure increased than would their colleagues who have only a high school diploma. Officers who possessed a college degree showed a high level of productivity and were extremely satisfied within the first five years of their career. Dantzker (1992) and Biggs (2011) each observed levels of job satisfaction decreased amongst law enforcement personnel as their tenure increased. Dantzker (1994) contradicted his previous
study by failing to show a correlation of educational levels and job satisfaction (Biggs, 2011).

Burke and Edell (1989) speculated that police officers in the midst of their career would experience less job satisfaction and more stress than those deemed a rookie or in the later stages of their careers (Biggs, 2011). Burke and Edell “employed career stages (less than 1 year, 1-3 years, 5–15 years and over 15 years) as the independent variables.” and found that officers with 5–15 years of service did have higher levels of work-related stress and lower job satisfaction than the other variables.

A vast majority of studies within the law enforcement community propose a connection between duty assignment and job satisfaction. Hoath, Schneider, and Starr (1998) investigated the relationships between job satisfaction, job assignment, and tenure and found law enforcement personnel who work in investigations and administration were more satisfied with their jobs than were officers assigned to patrol. Hoath et al. also determined that officers who ranked low in seniority appeared to have a higher level of job satisfaction than did their veteran colleagues. Hoath et al.’s findings were consistent with the findings of Slate (2007). Slate reported that officers who were not assigned to the patrol division were more likely to report a high satisfaction with their jobs.

Research into the association between gender and job satisfaction is generally inconclusive (Buzawa, 1984; Dantzker, 1994; Krimmel & Gormley, 2003; Zhao et al., 1999). According to Miller, Mire, and Kim (2009), a common presumption associated with female law enforcement officers is that they are less satisfied with their jobs because they work in a predominantly male-oriented profession.

Buzawa (1984) found that race served as a factor in job satisfaction. Per Buzawa, African American officers reported experiencing higher levels of job satisfaction than did
Caucasian officers. Dantzker (1994) and Zhou et al. (1999) found race not to be a significant predictor of job satisfaction. Miller (1999) stated as a sign of caution, studies conducted on race and job satisfaction amongst law enforcement officers may suffer from sampling bias based upon many studies only examining African American and Caucasian officers.

**Law Enforcement Job Stress and Burnout**

Police stress is represented by job content and job context. Reasons for law enforcement job stress and burnout include deficiencies in leadership, poor communication amongst the organization, shortage in equipment/resources, shortage in staffing, and excessive paperwork (Zimmerman, 2018)

Studies show that “major stressors in law enforcement tend to be organizational in nature, rather than operational” (Brooks & Piquero, 1998; Gains 1991; Reiser, 1974; Salte, Wells, & Johnson, 2003; Slate 2007; Stinchcomb, 2004; Zhao, 2002). Per Cullen, Link, Travis, and Lemming (1983), law enforcement officers tend to view their work as having greater risk for violence than what may actually occur. When law enforcement officers are asked about incidents that involve human suffering and danger, officers rarely describe these as stressors (Storch & Panzarella, 1996).

Maslach et al. (2001) defined burnout as being broken down into three categories: “Emotional exhaustion, person hold cynicism towards the service receipts and attempts to distance themselves from them, and a reduced sense of accomplishment where the person’s sense of their work efficacy and contribution is low or depleted” (p. 402). Manzoni and Eisner (2006) stated that being burnout within the law enforcement field is of significance because “officers who have frequent contact with challenging citizens may get emotionally exhausted and develop cynical attitudes, leading to dehumanized perception of these individuals” (p. 621). Furthermore,
officers who deem themselves as ineffective are less likely to solve the citizen’s problem in a clear and concise manner (Kop, Euwema, & Schaufeli, 1999).

Gender-related studies concerning law enforcement officer’s stress and burnout have had mixed findings (He, Zhao, & Archibald, 2002; Morash, Haarr, & Kwak, 2006). Other findings contradict and fail to suggest a relationship between gender and stress levels (Kop et al., 1999; Newman & Rucker-Reed, 2004). Women law enforcement officers tend to believe that not much emphasis should be placed on dress and appearance and instead the focus should be on professionalism and conduct. Men, however, believe appearance correlates to their demeanor and level of professionalism.

Studies involving race and ethnicity with levels of stress provide mixed findings. African American female officers were found to have a higher level of job-related stress than their counterparts, however this difference was not found amongst male police officers (McCarty, Zhao, and Garland 2007). He, Zhao, and Ren (2005) reported that Caucasian male officers experienced higher levels of stress than their African American counterparts, but there was no difference among female officers.

**Consequences of Police Burnout**

Officer stress can compromise one’s ability to perform the functions of the job. Weitzer and Tuch (2005) verified that if officers are stressed under the conditions of their employment, they will lack the tools needed to perform their duties efficiently and effectively. Thayer (1989) determined that excessive stress would reduce the likelihood of an officer making an informed and consciousness decision. Thayer found that under stress, the officer would base his or her decision on emotion. Because of the stress-related manner, the officer may use unnecessary force or misinterpret actual non-life-threatening signals.
Many researchers tend to view officer-related stress on a case-by-case basis. Researchers view officer stress as an "individually based occupational health and safety issue rather than an exigent concern that is central to the management practices of the organization (Hart & Cooper, 2001; Morash et al., 2006; Wright & Cropanzano, 2000). Stress amongst law enforcement officers continues to grow at an unprecedented rate. In 2019, 11 NYPD officers committed suicide as a result of stress. Violanti (2004) found an increase in "suicide ideation and alcohol abuse among police officers that was significantly greater than that reported by comparable demographic groups (White males 25–54 years old). Gilmartin (2002) discovered suicide rates amongst police officers to be more than four times greater than that of an on-duty felony death rate. A police officer is more likely to take his own life than to be killed in the line of duty due to a felony criminal act. Gilmartin stated, "there does not seem to be a systematic recognition by agencies or officers of the emotional toll of police work and its contributing effect to self-destructive behavior" (p. 10).

Traditional Police Model

The current organizational chart for contemporary law enforcement is often described as a diagram that visually outlines the internal structure within the department. The higher one's position within the chart, the greater the amount of authority he or she may have. As responsibilities and job functions descend, the power and authority decreases. The top-down organizational chart creates a paramilitary-type approach with power concentrated on top. "Communication is theoretically conducted through a two-way chain of command, but decision making authority remains the domain of the upper level ranks" (Biggs, 2011; French & Stewart, 2001; Reiter, 1999; Wuestewald & Steinheider, 2006).

Throughout the course of the last 4 decades, operations within law enforcement have
changed. As per Swanson, "policing has become more efficient at utilizing analytics and science to solve more crimes and identify potential threats." The methods consist of the following:

1. Community-oriented policing—strategies and programs implemented in partnership with communities to customize police services and problem solutions, allowing for a focus on crime prevention instead of crime detection.
2. Zero tolerance policing—the notion that ignoring small infractions creates a climate conducive to committing more serious crimes.
3. CompStat—a management control system designed to analyze and distribute information about crime and possible offenders, which creates a significant level of managerial accountability for crime and public safety.
4. Evidence-based policing—police strategies based on research to provide successful outcomes, prevention, detection, and eradication. (Swanson et al., 2012).

In a study conducted by Lane (2006), of the 140 reporting agencies, the supervisor to officer ratio (in terms of span of control) is 1 to 7 (p. 79). Depending on situational occurrences, the control one has can be greater. Law enforcement officers tend to supervise themselves and have discretion as to how they shall enforce certain situations; however, "police officers have little to no influence on administrative decisions which determine policy formulation, operational modality, or training methodology (Biggs, 2011; Gilmartin, 2002; Reiter, 1999; Steinheider & Wuestewald, 2008).

"Authorities have justified the need for top-down, control oriented supervision in police agencies on the basis that it has contributed to some degree in professionalizing the American police" (Johnson & Cox, 2004; Wilson, 1989). Wuestewald and Steinheider (2006) explained that role supervisors may not sanction officers for their deficiencies in accountability and discipline. Role supervisors fear retaliation in retrospect to allegations, scandals, charges of inequity, and public scrutiny; therefore, police level management have tended to shy away in creating new alternative management philosophies (Biggs, 2011).
As per Gottchalk (2008) and Sklansky (2006), police level management are beginning to reevaluate traditional managerial practices. Steinheider and Wustewald (2012) conducted a survey of American police chiefs and senior level commanders and the representation showed “50% of respondents reported including line officers in important organizational decision making, while 70% said they provided mechanisms and procedures for line officers to express their opinions and suggestions on a regular basis.” However, Steinheider and Wustewald (2012) also reported, “Most employee involvement initiatives in policing have emphasized informal officer participation via suggestion systems or rudimentary job-level input” (p. 46).

**Community Policing**

Community policing was formulated to give citizens an opportunity to provide insight to the law enforcement process. By establishing this partnership, it is the expectation that present-day problems will be resolved through an “amicable, decentralized and highly personalized approach” (Trojanowicz & Bucqueroux, 1990).

Conversely, Lord (1996) warned that few American law enforcement agencies have been able to successfully engage with the community and preserve a strong connection to policing. Rosenberg (2008) determined that “community policing strives to change the very nature of policing . . . implementing such changes has proved difficult on a number of levels” (p. 291). Wilms stated “the tenets upon which the culture of traditional policing are based are challenged through consensual agreement and commitment to change” (p. 291). Craine (2007) stated changes from the everyday norm in retrospect to structure and value can creates challenges for the comfortability of staff (Biggs, 2011). Jones (1981) disputed that structural elements must contract with an organization’s values and goals for effective change to be implemented.

Eck and Rosenbaum (1994) determined the greatest fragmentation of community-
oriented policing is fairness and honesty. Biggs (2011) suggested researchers also determined the “relationships between the internal mechanisms of the police organization and front line officers, that the equity of community-oriented policing is more about participatory management and power sharing” (p. 12). The Racine, Wisconsin Police Department of Community Policing (2008) found that upper management was reluctant to hand over decision-making practices and authoritarian policies to police officers.

Pelfrey (2004) noted that some law enforcement agencies have police officers dedicated to a specialized unit thatprioritizes and focuses on community-oriented policing as a “second layer of concepts to be placed on top of reform era policing” (p. 597). When employers reach higher levels of job satisfaction, organizational structure, leadership, communication, supervision, feedback, and working conditions, they may experience higher levels of self actualization.

These models stated above, inform my study because it shows a correlation with when a law enforcement officer reaches self-actualization, their job performance and satisfaction reflect upon it. When law enforcement officers reach self-actualization, they serve their communities more efficiently and effectively.

**Gap in the Literature**

The literature review in Chapter II focused on performance appraisals, job performance, and job satisfaction. Studies have shown discrepancies amongst women law enforcement when it comes to job-related stress. Research has not been successful in identifying the factors that influence law enforcement-related stress amongst women. The current study served to examine job-related stress and burnout of women law enforcement officers in a middle-sized law enforcement suburban department. This study addressed the current gap in literature by
describing how women law enforcement officers' perceptions of performance appraisals influence their job satisfaction and performance.

The role of the evaluator is to provide constructive and encouraging feedback that assists the officers on improvement measurements to hone their skills and confidence. Performance appraisals can be time-consuming, therefore, not providing enough thought and consideration into addressing individual performance throughout the evaluation period. Employees may become complacent as there is a significant gap between performance reviews, so when the time of the review approaches, the officer may become more proactive.
CHAPTER III: RESEARCH DESIGN AND METHODOLOGY

Context of the Problem

The primary focus of this qualitative narrative research design was to investigate how women law enforcement officers within a medium-sized, suburban police department perceive performance appraisals and the effects of performance appraisals on job satisfaction and job performance. The study served to examine the affect (whether positive or negative) of job satisfaction and job performance on organizations. Participants included 10 women law enforcement officers from a medium-sized, suburban police department in New Jersey, and their identity remained confidential to obtain clear and adequate responses. The research included investigation of the ways in which appraisals impact the law enforcement community and provide a rationale into the relationship of gender and race-linked factors in respect to job satisfaction and performance.

Design and Methodology

The researcher conducted a narrative research methodology for the study. Narrative research is useful for three main reasons: “first, they shake off the scientific illusions of objectivity to foreground, instead researcher subjectivity” (Ellerman, 1998, Lawler, 2002, Plummer, 2001). Second, “they are useful because they refer to activities that are familiar to many ordinary people (Burger Gluck, 1991). Third, “apart from demystifying practices that have long been associated with (orthodox) masculinity, the practical association of metaphors, help many of us to envisage some of the concrete tasks involved in narrative research. Per Bogdan and Biklen (2007), “the general design of a narrative study is best represented by a funnel. The start of the study is wide end, the data collection and research activities narrow to particular sites, subjects, materials, topics, questions, and themes” (p. 59). A narrative research design was best-
suited to help me address my research questions because I am interested in the individual stories and experiences of women law enforcement officers.

**Participants and Sampling**

The participants were selected through purposeful sampling. Purposeful selection ensures the “representatives, or typicality of the settings, individuals, or activities selected deliberate select individuals or cases that are critical for testing theories that you began your study with, or that you subsequently developed” (Maxwell, 2013, p. 98). The study participants met my criteria for inclusion as they worked at the chosen department and were women.

I purposefully selected 10 New Jersey law enforcement officers to participate in my study. I purposefully selected women law enforcement officer who worked within a medium size suburban police department. The women within the department ranged from having 1 year to 20 plus years of experience. A sample of 10 participants were enough to answer my research questions and led to data saturation, an indicator that enough data has been collected such that no new themes or information emerged when additional data were collected (Guest et al., 2006).

**Data Collection**

I transcribed, analyzed, and thematically coded the responses of each participant. Patton (1990) stated, “The purpose of qualitative inquiry is to produce findings. The process of data collection is not an end in itself. The culminating activities of qualitative inquiry are analysis, interpretation, and presentation of findings” (p. 371). Additionally, in research “the process is the product, so no report will be produced for outside consumption” (Patton, 1990, p. 374). Additionally, the “focus in analyzing qualitative data comes from the evaluation research questions generated at the very beginning of the inquiry process, during the conceptual, question focusing phase of the study” (Patton, 1990, p. 375).
I chose to explore the research problem to understand how the experiences of women law enforcement officers were directly affected by their department’s performance evaluations. The participants were interviewed, leaving considerable latitude to pursue a range of topics and offer the participant a chance to shape the content of the interview. I interviewed participants individually and as far as long as was needed to gather the entire response. The participants were asked open-ended interview questions and, if necessary, follow-up questions.

**Interview Procedures**

Data were gathered via face-to-face interviews. Each participant was provided a letter explaining the purpose of the study, Garden Police Department (pseudonym) patrol performance appraisal form, letter of solicitation, copy of the interview questions, demographic information, and an informed consent letter. Prior to the start of the interview, each participant had unlimited time to review the documentation and was encouraged to take notes. The interviews did not exceed 1 hour in time, however there was no time limit to the interview.

Each participant was informed there will be no deviation from the interview questions provided unless a follow-up question was needed to clarify a response. A digital voice recorder was utilized, allowing me to introduce myself and state the purpose of the study. I asked the participants if they need any clarification of any of the interview questions or an explanation as to why the study is being conducted. Participation into the study was voluntary and the participant could terminate the interview at any time. Each participant was offered a copy of the recording of their interview. The interviews followed a semistructured format to “offer the interviewer considerable latitude to pursue a range of topics and offer the subject a chance to shape the content of the interview” (Bogdan & Biklen, 2007, p. 104). All responses were stored on an external hard drive and thumb drive.
Patton (1990) stated, "For purposes of qualitative inquiry, good questions should, at a minimum, be open-ended, neutral, singular, and clear" (p. 295). I developed interview questions to afford understanding women and minority law enforcement officers' perceptions, feelings, experiences, and opinions on the department's performance appraisal instrument and process and their effects on job performance and job satisfaction. The interviews explored the behavior of the participant and provide insight to answer research questions. Bogdan and Biklen (2007) stated, "Qualitative interviews offer the interviewer considerable latitude to pursue a range of topics and offer the subject a chance to shape the content of the interview" (p. 104). In addition, "the individual interview is a valuable method of gaining insight into people's perceptions, understandings, and experiences of a given phenomenon and can contribute to in-depth data collection" (Ryan, Coughlan, & Cronin, 2013). One-on-one participant interviews were conducted to eliminate distractions and ensure that I was afforded the opportunity to gain insights into the participants.

**Interview Questions**

Satisfaction

Can you identify and describe your opinion of the annual performance appraisal process of the Garden Police Department?

Can you suggest improvements to the performance appraisal process?

What is your perception of the evaluation instrument?

Could you suggest any revisions to the instrument?

To what extent are you satisfied that the annual performance appraisal used by the Garden Police Department accurately reflects an officer's contribution to the organization?

The employee comment sheet:
Is this useful in providing feedback to the organization?

Do you believe the department values individual employee feedback?

Is there anything else you would like to add?

Performance

What effect, if any, does the annual performance appraisal have on your overall professional performance?

Can you provide specific examples?

When substandard performance results in issuance of a performance improvement plan, what effect does this have on your morale?

Of the appraisal areas of the appraisal instrument, which affects your job performance the most?

Of the appraisal areas of the appraisal instrument, which affects your job performance the least?

What effect, if any, does the culminating supervisory interview have on your overall productivity?

Data Analysis

I had the recording transcribed by an outside party and compared the audio recordings to the transcription to make corrections where necessary. After review, the final transcripts were categorized into themes and coded respectively. I developed categories based upon the inductive analysis of the collected data. Within this approach, “the patterns, themes, and categories of analysis come from the data; they emerge out of the data rather than being imposed on them prior to data collection and analysis” (Patton, 1990, p. 390). Inductive analysis provides certification that the researcher makes categories based upon statements made by the
participants. The themes that emerged in the study were willingness to change and self determination, effective professional development, and trust, respect, and good rapport.

Validity and Reliability

As per Patton (1990),

The credibility and trustworthiness of the data in a narrative research design rely on three distinct but related elements of inquiry: rigorous techniques and methods for gathering high quality data that is carefully analyzed, with attention to issues of validity, reliability, and triangulation; the credibility of the researcher, which is dependent on training, experience, track record, status, and presentation of self; and philosophical belief in the phenomenological paradigm, that is, a fundamental appreciation of naturalistic inquiry, qualitative methods, inductive analysis, and holistic thinking. (p. 461)

A credible qualitative study shall also address the measurements utilized to ensure the authenticity and integrity of the study (Patton, 1990). This credibility, as noted by Patton (1990), is the responsibility of the researcher. In order to ensure the validity and reliability of the study, I used open-ended questions, ensured the confidentiality of participants, recorded the interviews, manually confirmed the transcription of the audio recordings, coded the data collected, and followed up with participants to confirm that I accurately captured their opinions, beliefs, and thoughts. I maintained the integrity of the analysis by identifying patterns and themes in the findings. Triangulation refers to “checking out the consistency of different data sources within the same method, that is, triangulation of sources” (Patton, 1990, p. 464). However, “triangulation of data sources within qualitative methods will seldom lead to a single, totally consistent picture” (Patton, 1990, p. 467).

Finally, it is important to note that I currently serve as a supervising investigator with the New York City Department of Correction Investigations Division. My position is as a midlevel supervisor, which entails interaction between both upper management and officers and investigators. As a midlevel supervisor, I am in between both levels and seek to provide a
rational solution to adhere to the department’s demands and standards. Being that I currently perform appraisals for my team, my beliefs may have counteracted the influence of this study. I may believe that the investigators are capable of doing certain tasks to which they should be able to adhere. My background had the potential to influence the study, in terms of the questions asked and the subsequent analysis. Although I attempted to remain neutral and remove all bias during data collection and analysis, my background may have influenced this research.

Summary

Chapter III provided an explanation into the methodology of the narrative research design, including the qualitative study design, the selection of participants, and the interview methods used to answer the research questions. Additionally, the chapter outlined the methods utilized in ensuring reliability and validity.

A medium-sized police department is defined as “19.4 total personnel per 10,000 residents” (www.governing.com). Being that Garden, New Jersey has over 100,000 individuals currently residing in the town, Garden is defined as a medium-sized department. Garden is classified as a suburban community being the community is primarily residential, yet close to urban areas (New York City and Philadelphia). As per the National Center for Education Statistics (NCES, 2020), suburban means “territory outside a Principal City and inside an Urbanized Area with population less than 250,000 and greater than or equal to 100,000” (NCES, 2020) Currently, the Garden Police Department has 175 law enforcement officers. Women make up 12.6% of all U. S. sworn police officers as of 2018 (fbi.gov/statistics) allowing for the 10 participants from the Garden Police Department to accurately represent women law enforcement.
CHAPTER IV: STUDY FINDINGS

Overview

The purpose of this narrative was to explore how women law enforcement officers in a medium-size, suburban police department perceived the effects of performance evaluations on job satisfaction and job performance. The narrative identified to what extent these two variables affected overall organizational operations. This study addressed the following research questions:

1. How are performance appraisals perceived by women law enforcement officers?
2. How do women police officers describe the impacts of performance appraisals on job satisfaction?
3. How do women police officers describe the impacts of performance appraisals on job performance?

Themes Corresponding to Research Question 1

Willingness to change and self-determination. The inconsistent preparation of performance appraisals and supervision rushing the preparation of performance appraisals were among the first themes that emerged through the women law enforcement officers’ narratives. Evident in participants’ responses were key concepts that they attributed as valuable or important in their overall performance. The participants cited their perceptions of the appraisal served as a tool to assist in their development and improve the overall levels of efficiency and productivity.

One respondent stated, “When a supervisor conducts an appraisal, he/she may only focus on the past 3 months rather than the entire year.” Another respondent stated, “I feel like the supervisors could, potentially, give a little more specifics as to what they think you need to work on. It is a little too general as in my opinion.”
For an officer to be effective within the field, they must know that they have the support of their staff and supervisors. These participants thought performance evaluations were not as helpful or accurate as they could have been because the supervisor did not consider enough of their performance and the supervisor did not give the individuals specific information that would help them improve their performance.

The responses provided by the participants highlighted the values that the supervisors provided to them both professionally and personally. Supervisors are often described as highly task oriented and expect subordinates to produce measurable outcomes, particularly productivity, documentation, and paperwork. Because of the intrinsic number of requirements necessary to perform the essential duties of an officer, this process may force women officers out of their comfort zones. As Participant E stated,

> You know, when I started having evaluations is just new, I just shift, I just changed shifts so having a new officer evaluating me, you know, he’s not only been evaluating me, what I’m doing right now, he’s also guided me to, you know, ok, you’re doing great with this now let’s move on to this and you know I’ve been hired on working now so, you know, start doing things and getting involved in things that are going to be where you want yourself to go ultimately like your future, what’s next step, do you want to get involved in different divisions in the department, how you can build yourself to be a better officer on different types of calls or handling different things, you know what your focus is going to be moving forward so if I wanted to get involved in a K9 division or narcotics or something like that, you know, get involved in anything you can within the department and out on the road that way you’re getting exposed to more things to build yourself as an officer.

As trends in the law enforcement community continue to evolve from year to year, some officers stressed the importance of a supervisor’s role in assisting them to move forward professionally.

In another example, Participant B stated,

> I would say that it just continues to push me to do more, to be involved, and do the best that I can, be the best that I can as a representative of the organization, of the department
so it definitely just continues to push me more and more to be better, get more involved, so more things anywhere I can.

**Dedication and self-motivation.** Throughout many of the interviews, a common response from the participants was their dedication and self-motivation. Several participants discussed how their motivation to want to grow and perform well within their roles served as factors for their willingness to change and effectiveness of being a law enforcement officer. If an officer expresses a higher degree of self-motivation and dedication toward the job, it is usually based upon their satisfaction of the job. Participant D stated,

> The appraisal has so many different categories, it really breaks everything down and you’re able to truly see what you’re doing well with, what you’re not doing well with so that you can contribute in that positive way towards you know this department organization and everything positively reflect the department as a whole with your individual performance.

**Themes Corresponding to Research Question 2**

During the interviews, I identified the following themes related to Research Question 2: How do women law enforcement officers describe the impact of performance appraisals on job performance?

**Effective professional development.** In order to understand the efficacy of performance appraisals as a valuable professional development practice, the supervisor and officer must first have a general knowledge that the quality and depth of the relationship contributes to the fundamental learning and effectiveness that the law enforcement officer may develop throughout the course of her career. The success of being a supervisor depends primarily on the relationships that the supervisors have developed and formed with the officers that they support. Supervisors must demonstrate a personal connection with their subordinates so that their leadership and guidance can take a step forward.
Participants were asked, how do law enforcement officers describe the impact of performance appraisals on job performance? A participant highlighted the importance of communication as an important piece in the performance appraisal stage in terms of job performance. Participant C stated, “[It] allows me to communicate with my supervisor and seek areas that need improvement as well as areas that I currently conduct well.” Participant J stated, “To receive positive measurements on how to effectively conduct your job from a seasoned veteran is a valuable tool for myself and the department.” These quotes address Research Question 2, as the participants believed that if they were to receive feedback and be told of measurements to become more effective, they would be more proactive.

**Trust, respect, and good rapport.** Trust, respect, and good rapport were commonly expressed by the participants. They felt that because of the supervisor’s ability to lead, provide a positive example, and remain a key member within the department, this allowed for the officers to grasp understandings of knowledge and lessons that created a precedence that served both useful and valuable. Participant B stated, “The knowledge and expertise of the supervisor has allowed for me to become a better patrol officer and advance my career by serving in various units within the department.” Participant D stated, “The supervisors will not ask you to conduct a task that he/she is unwilling to do. Each supervisor has served as a patrol officer and provided insight to the development of where the department is today.”

**Summary**

While conducting the study, I was able to identify themes related to Research Question 1 (How do women police officers describe the impact of performance appraisals on job satisfaction?) and themes related to Research Question 2 (How do women police officers describe the impact of performance appraisals on job performance?). The themes are addressed
in the analysis of the results in Chapter V. Themes were reviewed, and the results were analyzed in-depth to answer Research Question 3.
CHAPTER V: CONCLUSIONS AND RECOMMENDATIONS

Overview

This chapter provides a detailed analysis of the qualitative narrative research design, beginning with a restatement of the study purpose and the research questions. Secondly, a summary and discussion of the implications of the findings in relation to the literature review and the study’s theoretical framework is included. The chapter ends with recommendations for further research, policy, guidelines, and application.

The purpose of this narrative research design was to determine how women law enforcement officers in a medium-size, suburban police department perceived performance evaluations. The research was focused on how Garden women law enforcement officers perceived the effects of performance evaluations on job satisfaction and job performance. The study also served to investigate what effects, if any, these two variables had on the Garden Police Department’s overall operations. “Organizations that enhance learning opportunities are often the only place where self-actualizing individuals can grow and be happy” (Chawla & Renesch, 1995). By studying the officers’ perceptions of the performance evaluation process, law enforcement organizations can develop and implement a more effective and strategic performance evaluation.

The sample for this qualitative narrative research design was 10 women law enforcement officers from the Garden Police Department in New Jersey. Data from one-on-one interviews were collected and analyzed. All the participants were female and ranged in age from 21–48 years old. The years of experience ranged from 1 to 23. Eight of the participants were Caucasian, while two were Hispanic.
Summary and Discussion of the Findings

As explained in the literature review, performance appraisals “provide a process to evaluate organization members” (Erdogan, 2002). “The process should include the standards used for appraisal, appraisal-related behaviors of the person appraised, set appraisal periods, and methods to determine and communicate the performance appraisal rating to the person appraised” (Zimmerman, 2018). Performance appraisals involve supervisors and their subordinates. Supervisor appraisals are usually conducted quarterly, biannually, or annually. During the appraisal process, employees are assigned tasks and evaluated by their supervisors on the quality of performance performed at the end of the period.

Job satisfaction is defined as “contentment (or lack of it) arising out of interplay of employee’s positive or negative feelings toward his or her work” (“Job satisfaction,” n.d.). Nimsombun (2000) expanded the definition of job satisfaction “a sign of good treatment and an indicator of emotional well-being and psychological health, which contribute to self-actualization” (Maslow, 1943). Nimsombun determined that job satisfaction reflects organizational success. Job performance is defined as “the work-related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis to help them identify suggested areas for improvement” (“Job performance,” n.d.). The current study served to investigate how job satisfaction and job performance affected organizational practices. Nimsombun stated, “Job satisfaction reflects organizational success,” while Hoath et al. (1998) suggested that “workers’ attitudes affect job satisfaction so that if job satisfaction is high, worker stress levels are low.”
Throughout the course of the study, I found that the participants shared high levels of dedication, which was identified as a common theme within the study. The participants relayed the importance of safety, which is also another theme associated within the study. Participants emphasized the importance of relationships between superior officers as extremely valuable to them. This determination can be associated with the dominant theme that officers attached great emphasis to the motivation effect within the interviewing process with the higher administration and supervisory board.

Dominant themes were determined by a $\geq 50\%$ response rate. The dominant themes pertinent to Research Question 1 were as follows:

1. The performance appraisal is satisfactory.
2. Supervisors rush to prepare performance appraisals.
3. The department does value employee feedback.
4. Employee comments on performance appraisals did not fear retaliation from administrative or supervisory staff.

The dominant themes pertinent to Research Question 2 were as follows:

1. Performance appraisals do not affect professional performance due to self-pride and morale.
2. Supervisory interviews are determined to be positive in development.

This study was conducted to understand women law enforcement officers’ perceptions of job performance appraisals. Attention to professional development within the law enforcement community has changed throughout the past decade. There was a time when enforcement was strictly served as a deterrent, but now law enforcement remains diligent and focused on community relations and public adherence. The findings from this study can inform researchers,
law enforcement personnel, and administration of an instructional and effective program in terms of motivating and adhering to relationships between supervision and their subordinates.

Currently, there is limited research pertaining to women in the law enforcement community with a focus on performance. This research represents an effort to define the gap and provide insight into the efficacy of performance appraisal and communication toward professional development. These data may bring awareness to the existing issues surrounding communities and the effectiveness leading to the performance of a woman law enforcement officer. This awareness will hopefully allow for foundations and building relationships to provide great insight into how to best utilize strategies and techniques for effective performance.

The findings differ from the findings regarding male counterparts associated in the law enforcement field. The majority of the women in the interviews stressed that they do not feel the appearance should have an impact on their appraisal or job performance. A common theme however, was that men and women law enforcement officers remain self-motivated and believe in the morale of the organization and unit.

Dominant Themes for Research Question 1

The findings were determined from the utilization of the problem statement, responses from the participants’ interviews related to Research Question 1 (How do women police officers describe the impact of performance appraisals on job satisfaction?) and literature review. The first dominant theme, identified among 100% of the participants’ responses was that the participants are satisfied with the current appraisal instrument used to evaluate them. Per Blue (2011), “Performance appraisals can aid employee development, which, in turn, contributes to employee satisfaction. Performance appraisals give employees insight into how
their supervisors rate their job performance, which can have substantial effects on job satisfaction.”

The second dominant theme was that supervisors rush to prepare appraisals, as noted by 60% of the participants. When supervisors rush the appraisal, it projects to the employees a sense of lack of pride and nonimportance. According to Kramer (1998), “employees viewed performance appraisals as a useless part of the bureaucracy... [and] observed a lack of training in performance appraisals and noted that law enforcement agencies did not make performance appraisal process meaningful.”

The third dominant theme was in relation to retaliation. Of the participants, 100% believed that the supervisors were not seeking retaliation, but were striving for a proficient performance from their employee. Retaliation can impact a department’s morale, contributions, and job satisfaction; therefore, the Garden Police Department showed great focus in self-actualization. Aluri and Reichel (1994) described the relationship of performance appraisals and organizational effectiveness: “The basis of performance appraisals is that they should result in better organizational performance” (p. 151).

The fourth theme relevant to Research Question 1 was that the department does value and emphasize employee feedback, as identified by 80% of the participants. The officers believed their feedback was of significant value to the organization and that the department was willing to make changes to implement successful policing. The officers remained satisfied at work and showed high levels of self-actualization.

**Dominant Themes for Research Question 2**

The findings were determined from the utilization of the problem statement, responses from the participants’ interviews related to Research Question 2 (How do women law
enforcement officers describe the impact of performance appraisals on job performance?), and the literature review. The first dominant theme was performance appraisals do not affect performance due to self-pride and dedication, which was identified by 70% of the interviewed women Garden police officers. These women all expressed high levels of productivity and feeling of satisfaction in their work performance. This reflects on the esteem needs, which include prestige and feelings of accomplishment.

The second dominant theme was dress and appearance, as stated by 90% of the participants. The generalization was that the participants did not accurately define dress and appearance as a level of the way they perform their essential duties.

**Recommendation for Policy and Practice**

Every law enforcement organization is governed by a policy document (e.g., standard operating procedures, guidelines, policies, attorney general’s directives, and executive orders). I recommend the Garden Police Department to do performance appraisals every 6 months. This would allow for the supervisory staff to make recommendations to the officer and then see if changes are implemented within the same year. The reason behind this recommendation is that participants believed that while the appraisal is conducted yearly, supervisors only recall what they did for the past 3 months. According to one participant,

If it was a busy year, the supervisor may just recall the past 3 months in order to complete the eval. If you were proactive prior to that and then did not receive a lot of calls, the evaluation can have a different outlook.

The recommendations can support law enforcement officers because the goal is to ensure the level of morale is maintained at a high level. Being that law enforcement can be stressful, it is the relationships that one shares with colleagues and supervisors that allow for one to overcome the vast changes and impacts on a daily basis. The Garden Police Department should
consider creating a performance guide to assist the officers with the knowledge of the level of expectation required from their supervisors.

I feel the Garden Police Department is run very efficiently. Feedback is important amongst staff and it was determined there is a high level of morale and productivity amongst staff. The image displayed within the Garden Police Department correlates to years of self-worth, pride, and history.

**Recommendations for Future Research**

A review of the study findings has placed emphasis on further investigation into the correlation between performance appraisals and the law enforcement profession. Do such variables impact the overall factors of employee job satisfaction and performance? The following are suggestions for further research.

1. A study could be conducted on the effects of the performance appraisal in a sample with minorities. This could serve as an instrument for recruiting individuals of diverse backgrounds to pursue the law enforcement profession.

2. A study could be conducted on minority women regarding the effects of performance appraisals in law enforcement. Many of the participants associated within this dissertation were Caucasian females.

3. A study could be conducted on how performance appraisals affected officers seeking retirement. The study could show whether the appraisal led to the officer seeking an earlier retirement or a second career.

4. A study could be conducted on the years of experience women law enforcement officers have on the job. The study could show a better understanding of the ways in
which experience influences how women law enforcement officers navigate the unpredictability of their work.

**Conclusion**

Employee job satisfaction and job performance are necessary for any law enforcement entity to maintain a level of proficiency. Law enforcement agencies are responsible for the well-being of the communities they serve, and the improvement of job satisfaction and job performance can only combine the greater good within the agency.

Women law enforcement officers who believe they are serving the community and are respected by supervision and administration continue to work hard and provide valuable input to the organization. Women want to exceed levels of expectation and continue to strive to be peak performers when they feel as though they belong and are respected. Those women law enforcement officers who are not respected treat the profession as a job. They lack the morale and confidence to perform tasks and become complacent.

After a thorough interview process, I believe the Garden Police community is fortunate to have proactive officers who seek the best from themselves as well as the community they serve. Many officers with whom I interacted displayed high levels of pride, cared about their performance and community, and were proud to wear the uniform. The participants presented themselves professionally. I believe because of the professionalism of the officers and supervision of the Garden Police Department; it serves as a tool for the individuals they are serving.
REFERENCES


Johnson, W. B. (2001). *The effectiveness of a patrol officer appraisal process as perceived by selected sergeants in the Houston Police Department*


APPENDIX A: RESEARCH QUESTIONS

- How do women police officers describe the impacts of performance appraisals on job satisfaction?

- How do women police officers describe the impacts of performance appraisals on job performance?
APPENDIX B: INTERVIEW QUESTIONS

- Can you identify and describe your opinion of the annual and performance appraisal process of the Garden police department?
- Can you suggest any improvements to the performance appraisal process?
- What is your perception of the evaluation instrument?
- Can you suggest any revisions to the instrument?
- To what extent are you satisfied that the annual performance appraisal used by the Garden Department accurately reflects officer’s contribution to the organization?
- As far as the employee comment sheet, is it useful in providing feedback to the organization?
- Do you believe the department values individual employee feedback?
- Is there anything else you want to add?
- To what effect if any does the annual performance appraisal have on your professional performance?
- Can you provide specific examples?
- When substandard performance results in issue like performance improvement plan what effect does this have on your moral?
- Of the appraisal areas of the appraisal instrument, which effects your job the most?
- Of the appraisal areas of the appraisal instrument which effects your job performance the least?
- What effect, if any, does culminating supervisory interview have on your overall productivity?
July 28, 2020

Matthew Hratko
9 Medford Rd.
Sound Beach, NY 11789

Re: Study ID# 2020-128

Dear Mr. Hratko:

The Research Ethics Committee of the Seton Hall University Institutional Review Board reviewed and approved your research proposal entitled, “Job Performance, Job Satisfaction amongst Women Law Enforcement Officers” as resubmitted. This memo serves as official notice of the aforementioned study’s approval as exempt. If your study has a consent form or letter of solicitation, they are included in this mailing for your use.

The Institutional Review Board approval of your research is valid for a one-year period from the date of this letter. During this time, any changes to the research protocol, informed consent form or study team must be reviewed and approved by the IRB prior to their implementation.

You will receive a communication from the Institutional Review Board at least 1 month prior to your expiration date requesting that you submit an Annual Progress Report to keep the study active, or a Final Review of Human Subjects Research form to close the study. In all future correspondence with the Institutional Review Board, please reference the ID# listed above.

Thank you for your cooperation.

Sincerely,

Mara Podvey, PhD, OTR/L
Associate Professor
Co-Chair, Institutional Review Board

Office of the Institutional Review Board
Presidents Hall · 400 South Orange Avenue · South Orange, New Jersey 07079 · Tel: 973.275.4654 · Fax 973.275.2978 · www.shu.edu

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