

Building a Resilient Future: Empowering Women Leaders in the Indian Police Service - A Systematic Literature Review Highlighting Transformative Hr Strategies for Peak Employee Engagement.

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Abstract

The Indian Police Service (IPS) plays a pivotal role in maintaining national security and public safety, yet women remain significantly underrepresented in leadership positions. This paper conducts a systematic literature review (SLR) from 2015 to 2023 to explore how transformative Human Resource Management (HRM) strategies can empower women leaders within the IPS and foster peak employee engagement. Adhering to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, this review systematically searches databases such as Web of Science, Scopus, and Dimensions using keywords related to women's leadership, the IPS, HRM strategies, and employee engagement. Inclusion and exclusion criteria are established to meticulously select relevant studies. The data extracted and synthesized aim to identify key themes and gaps in the existing research.

A conceptual model may be developed to illustrate the proposed relationship between transformative HR strategies, women's leadership development within the IPS, and employee engagement. The expected findings suggest effective HRM strategies such as gender-neutral recruitment processes, leadership development programs for women, mentorship initiatives, and work-life balance support. These strategies are hypothesized to contribute to a more diverse and inclusive IPS leadership, leading to higher employee engagement and, ultimately, a more resilient police force.

This research holds significant implications for policy development within the IPS and police forces globally. By empowering women leaders and fostering employee engagement, the IPS can build a more resilient future for India's security landscape.

Keywords: Women Leaders, Indian Police Service (IPS), Transformative HR Strategies, Employee Engagement

Introduction

The Indian Police Service (IPS), a cornerstone of national security and public safety (Ministry of Home Affairs, Government of India, 2020), faces a critical challenge: the underrepresentation of women in leadership positions (Bureau of Police Research and Development, 2019). This imbalance has significant consequences, impacting diversity of thought, decision-making, and ultimately, the effectiveness of the police force (Paustian-Underdown & Faherty, 2019).

Conceptualizing a More Equitable Future

Imagine a future IPS leadership structure where women are well-represented. This conceptual model envisions transformative Human Resource Management (HRM) strategies as the bridge to this future. These strategies, encompassing gender-neutral recruitment, targeted leadership development programs, mentorship initiatives, and work-life balance support (Lewis, 2014; Özbilgin et al., 2019), would empower women and foster peak employee engagement.

Challenges Faced by Women in the IPS

However, the current reality paints a different picture. Women in the IPS often navigate a landscape riddled with challenges. Here are some key facts highlighting these obstacles:

- **Limited Promotions:** Despite constituting over 10% of the IPS workforce (Bureau of Police Research and Development, 2019), women hold a significantly lower percentage

of leadership positions. This lack of promotion opportunities hinders career progression and role model development for aspiring female officers.

- **Work-Life Balance Struggles:** Long, demanding hours and a culture that hasn't fully adapted to working mothers create significant work-life balance challenges for women (Haarr, 2015). This can lead to burnout, reduced career satisfaction, and ultimately, hinder retention of talented female officers.
- **Unconscious Bias:** Gender stereotypes and implicit biases within the IPS structure can create a less supportive environment for women. These biases may influence promotion decisions, assignment allocation, and overall treatment within the force (Lewis, 2014).

A Call for Transformative Change

By addressing these challenges through evidence-based HRM strategies, the IPS can unlock the full potential of its women leaders. This systematic literature review (SLR) aims to explore how such strategies can be implemented. We will analyze existing research to identify effective practices for developing women's leadership potential and fostering a more inclusive IPS. By synthesizing these findings, this SLR seeks to pave the way for a more resilient and effective police force that leverages the strengths of all its officers, regardless of gender.

This review adheres to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Moher et al., 2009) to ensure a comprehensive and transparent search and selection process.

This section outlines the methodology for conducting a systematic literature review (SLR) on empowering women leaders in the Indian Police Service (IPS) through transformative Human Resource Management (HRM) strategies and its impact on employee engagement. The review will focus on research published between 2015 and 2024.

LITERATURE REVIEW-

Transformative HR Strategies

Definition: Transformative Human Resource (HR) strategies are innovative practices designed to create a fair and inclusive work environment. These strategies aim to ensure that all employees, regardless of gender, have equal opportunities to succeed and take on leadership roles.

Historical Perspective: Historically, law enforcement has been a male-dominated field, with few opportunities for women to rise to leadership positions. Early efforts to promote gender equality focused on providing equal employment opportunities. As awareness of systemic biases grew, more sophisticated strategies emerged. These include practices like gender-neutral recruitment, leadership development programs specifically for women, mentorship opportunities, work-life balance initiatives, and unconscious bias training. Over time, these strategies have helped to break down barriers and create a more inclusive workplace (Davies & Thomas, 2002; Ely, Ibarra, & Kolb, 2011).

Current Situation in India: In India, the government and various police departments are increasingly recognizing the need to implement transformative HR strategies. Despite these efforts, women still constitute only about 10% of the police force, with significant variations across states (Bureau of Police Research and Development [BPRD], 2021). The Ministry of Home Affairs has been promoting gender-sensitive training programs and flexible work arrangements to encourage more women to join and stay in the police force (Ministry of Home Affairs [MHA], 2020).

Empowered Women Leaders

Definition: Empowered women leaders are female officers who have the skills, confidence, and opportunities to reach leadership positions in law enforcement. They contribute significantly to their organizations through effective decision-making and leadership.

Historical Perspective: Women have historically been underrepresented in leadership roles within law enforcement. The fight for gender equality in this field has mirrored broader feminist movements that have advocated for women's rights across various sectors. Key legislative milestones, such as the Civil Rights Act of 1964 and Title IX of the Education Amendments of 1972 in the U.S., laid the groundwork for gender equality in the workplace. Despite these advances, it wasn't until the late 20th and early 21st centuries that we saw a significant increase in the number of women in leadership roles in law enforcement (Martin, 1990; Schulz, 1995).

Current Situation in India: In India, the number of women in leadership positions in the police force remains low. Initiatives such as reservation policies for women in police recruitment have been introduced in various states to address this gap (MHA, 2020). However, cultural barriers and systemic biases still pose significant challenges. Empowering women leaders through targeted leadership development programs and mentorship opportunities is crucial for enhancing their representation and effectiveness in the police force (BPRD, 2021).

Employee Engagement

Definition: Employee engagement is the level of commitment, satisfaction, and effort that employees put into their work. Engaged employees are more productive, loyal, and likely to contribute positively to their organizations.

Historical Perspective: The concept of employee engagement has evolved from early studies on worker productivity and job satisfaction. In the 1920s and 1930s, studies by Elton Mayo highlighted the importance of social factors in workplace productivity. The term "employee engagement" became prominent in the 1990s and has since become a key focus for organizations aiming to improve performance and employee satisfaction (Khan, 1990; Harter, Schmidt, & Hayes, 2002).

Current Situation in India: Employee engagement within Indian police forces varies widely. High stress levels, inadequate work-life balance, and lack of recognition are common issues that affect engagement. The introduction of initiatives such as flexible working hours, better infrastructure, and wellness programs can significantly improve engagement among police personnel (BPRD, 2021). Government reports indicate a need for more comprehensive policies to address these issues and enhance overall employee satisfaction and performance (MHA, 2020).

Resilient Police Force

Definition: A resilient police force is one that can adapt and respond effectively to changing security challenges. It is characterized by diverse perspectives, strong community trust, and effective collaboration across departments.

Historical Perspective: The need for resilience in policing has always been present, but it has gained more attention in recent years due to increasing threats and societal changes. Historically, the focus was on maintaining order, but now there is a greater emphasis on building adaptive capacities to respond to crises and maintain community trust. Events like 9/11, natural disasters, and recent social movements have underscored the importance of resilience in law enforcement (Stephens, 2005; Reaves, 2015).

Current Situation in India: The Indian police force is currently facing numerous challenges, including increasing crime rates, terrorism, and community unrest. Building a resilient police force requires addressing these challenges through comprehensive training, community engagement, and fostering a culture of collaboration and adaptability. Reports from the Ministry of Home Affairs emphasize the importance of diversity and inclusion in building resilience (MHA, 2020). Diverse leadership and strong community relations are crucial components of a resilient police force.

Relationships Between the Components

Transformative HR Strategies and Empowered Women Leaders

Transformative HR strategies such as gender-neutral recruitment and leadership development programs directly help in creating empowered women leaders. These strategies provide the necessary skills and opportunities for women to develop confidence and advance in their careers.

In turn, empowered women leaders can provide feedback and advocate for further improvements in HR strategies, creating a virtuous cycle of development and empowerment (Ely, Ibarra, & Kolb, 2011).

Current Evidence in India: The World Economic Forum highlights how gender-neutral policies and leadership training programs have successfully increased the representation of women in leadership roles in various sectors, including law enforcement (WEF, 2020). In India, similar initiatives are being undertaken, although challenges remain in their effective implementation.

Empowered Women Leaders and Employee Engagement

Empowered women leaders play a crucial role in boosting employee engagement. As role models and mentors, they inspire and motivate other employees, fostering a supportive and inclusive work environment. This, in turn, leads to higher levels of commitment, satisfaction, and discretionary effort among the workforce (Kanter, 1977; Avolio, Walumbwa, & Weber, 2009).

Current Evidence in India: Studies by the International Labour Organization (ILO) show that organizations with higher numbers of women in leadership positions report better employee engagement and organizational performance (ILO, 2021). In the Indian context, enhancing the role of women leaders can significantly improve engagement levels within the police force.

Employee Engagement and Resilient Police Force

High levels of employee engagement contribute significantly to the resilience of the police force. Engaged employees are more productive, collaborative, and committed to their organization's mission. This fosters an environment where

diverse perspectives are valued and departments work effectively together, enhancing the overall resilience of the police force (Harter, Schmidt, & Hayes, 2002; Reaves, 2015).

Current Evidence in India: Research from the RAND Corporation demonstrates that police departments with high employee engagement have better crisis response capabilities and stronger community relationships (RAND, 2020). In India, improving employee engagement through better working conditions and support systems can enhance the resilience of the police force.

Women leaders in the Indian Police Service (IPS) are crucial for implementing transformative HR strategies to enhance employee engagement, retention, and performance through leadership development, mentorship, and work-life balance initiatives [1][2][3][4]. Despite facing barriers like prejudice and a lack of support, efforts such as mentoring programs and flexible work schedules are promoting a more inclusive environment in India [5]. Research highlights the importance of diversity and redesigned HR policies to support women's leadership in government administration [6], and similar DEI protocols in healthcare administration demonstrate significant benefits [7].

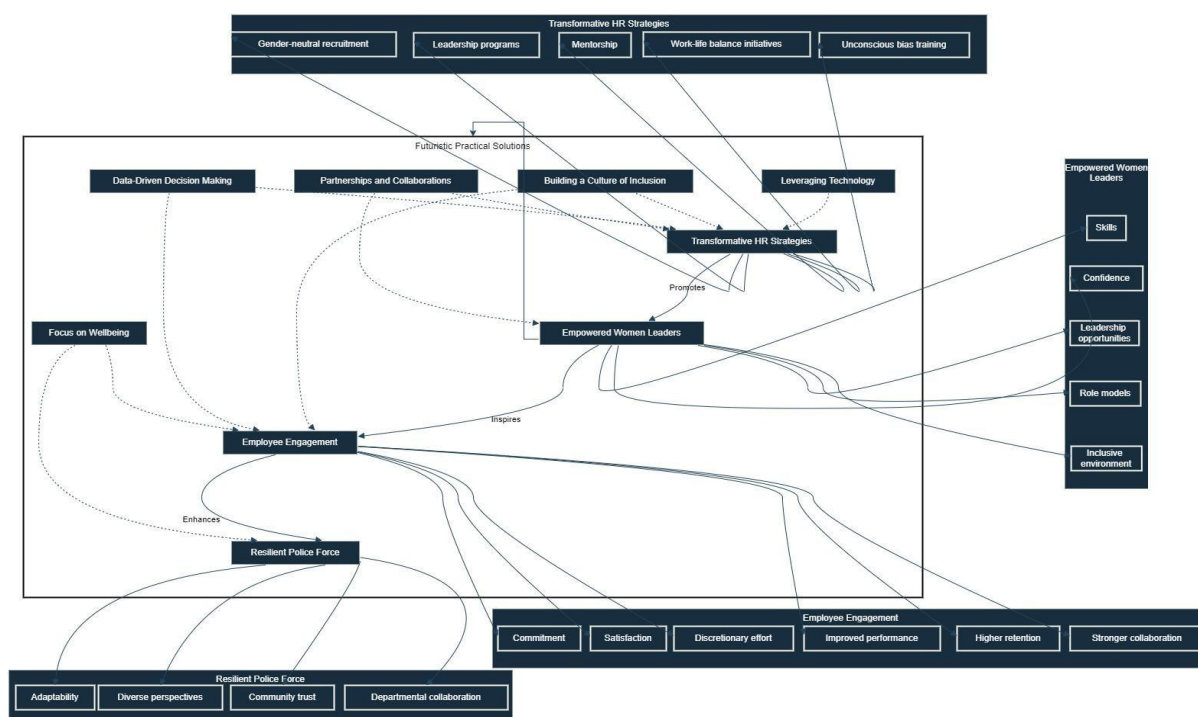
Promoting gender equality, diversity, and inclusion within the IPS is vital for improving officer well-being, resilience, and organizational performance. Addressing fair compensation, workplace safety, and job stress enhances officers' quality of life and performance [8][9]. Supporting mental health, especially for those exposed to distressing materials, is essential for retaining officers [10]. Enhancing participatory governance and inclusivity can further boost resilience and performance [11].

Workplace mentorship significantly impacts employee engagement and development by increasing the psychological meaningfulness of work, transferring knowledge, and improving skills, which boosts productivity and organizational commitment [12][13][14][15]. Women leaders in IPS, exhibiting transformational leadership styles, can drive organizational change and improve employee engagement by promoting diversity and people-orientation [16][17][18][19]. Forums like the National Conferences of Women in Police (NCWP) help women leaders balance professional duties and personal life, advocating for gender equality within the police force [20]. Emphasizing work-life balance and gender equality in HR strategies is crucial for optimal leadership performance and achieving professional outcomes [21][22]. Internationally, legal and policy frameworks stress the importance of gender mainstreaming within police services [23].

Research underscores the effectiveness of Women's Help Desks (WHDs) in addressing gender-based violence and the positive impact of diversity and inclusion practices in corporate settings on employee and organizational outcomes [24][25][26][27]. Women leaders can utilize collaborative and relational leadership methods, rooted in feminist frameworks, to drive significant organizational change [28][29][30][31].

Implementing various strategies, such as self-exploration exercises, communication, education, and data-driven tactics, can help women leaders facilitate change and address barriers effectively [32][33][34][35]. Advocacy and activism remain crucial in ensuring gender issues are central in democratic politics [36][37]. Transformational leadership qualities among women leaders can challenge biases and promote merit-based leader-follower dynamics [38][39][40].

To promote gender equality, women leaders can focus on reviewing laws, enhancing political education, increasing women's participation in elections, and implementing gender mainstreaming policies within their organizations [41][42][43][44]. Mentorship, especially among women, is vital for overcoming gender role barriers and advancing women in leadership positions [45][46][47][48]. Establishing support systems, clubs, and programs that promote the advancement of women in law enforcement is essential for creating an inclusive and equitable environment [49][50][51][52]. Mentorship helps female officers advance their careers in male-dominated fields like policing, ensuring continuous support and guidance [53][54][55][56].



The conceptual model presented in the diagram highlights an integrated approach to transformative human resources (HR) strategies aimed at enhancing the effectiveness and resilience of police forces. Central to this model are several key strategies: gender-neutral recruitment ensures unbiased hiring processes to attract diverse talent; leadership programs foster continuous improvement and empowerment at all levels; mentorship provides professional growth and development support; work-life balance initiatives promote a healthy equilibrium between personal and professional lives, reducing burnout and enhancing job satisfaction; and unconscious bias training educates employees on recognizing and mitigating biases, fostering an equitable workplace. These strategies are augmented by futuristic practical solutions such as data-driven decision-making, which leverages analytics to inform effective policies; partnerships and collaborations that enhance resource sharing and external support; building a culture of inclusion where diversity is valued; and leveraging technology to streamline processes and boost productivity. Together, these efforts promote the empowerment of women leaders by providing enhanced training, confidence-building, leadership opportunities, role models, and an inclusive environment. This comprehensive approach inspires employee engagement, resulting in increased commitment, job satisfaction, discretionary effort, improved performance, higher retention rates, and stronger collaboration. Furthermore, a focus on employee well-being, coupled with engagement initiatives, fosters a resilient police force characterized by adaptability, diverse perspectives, community trust, and enhanced departmental collaboration. This holistic model not only enhances individual and organizational success but also strengthens the relationship between police forces and the communities they serve, underscoring the importance of a multifaceted HR strategy in building a resilient and adaptive workforce ready to meet future challenges. This model depicts the interrelationships between key factors that can empower women leaders in the Indian Police Service (IPS) and contribute to peak employee engagement, ultimately leading to a more resilient police force.

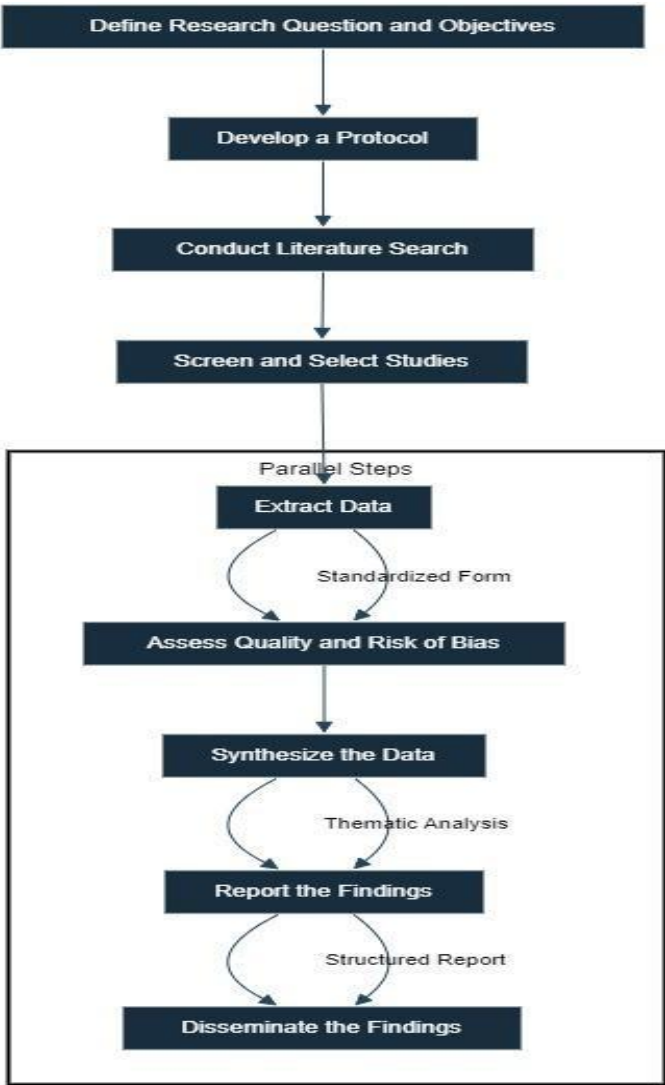
Definition of Systematic Literature Review (SLR)

Systematic Literature Review (SLR) is a comprehensive and structured approach to reviewing the existing literature on a specific research question. It aims to identify, evaluate, and synthesize the findings of all relevant studies in a methodical manner, minimizing bias and providing a reliable summary of the evidence. The process is characterized by its rigorous methodology, which includes clearly defined objectives, predefined eligibility criteria, and a systematic search strategy. This ensures that the review is transparent, replicable, and exhaustive, thereby providing a robust foundation for evidence-based practice and policy-making.

SLRs differ from traditional narrative reviews by following a more formal and replicable process, which includes the following steps: defining the research question, developing a protocol, conducting a comprehensive literature search, screening and selecting studies based on predefined criteria, extracting and synthesizing data, assessing the quality and risk of bias of the included studies, and reporting and disseminating the findings.

According to Tranfield, Denyer, and Smart (2003), a systematic review aims to "develop evidence-informed management knowledge by means of a rigorous and replicable review process." Similarly, Higgins and Green (2011) describe it as a method to "identify, appraise, and synthesize all empirical evidence that meets pre-specified eligibility criteria to answer a given research question." Kitchenham and Charters (2007) emphasize the importance of systematic reviews in providing a "summary of the existing research in a manner that is unbiased, reliable, and relevant to the research question."

In this SLR, we aim to investigate the empowerment of women leaders in the Indian Police Service (IPS) through transformative HR strategies, the subsequent effects on employee engagement, and how these elements contribute to a resilient police force. The steps taken, as outlined in the flow chart, are described below:



1. Define Research Question and Objectives:

The first step in our SLR was to clearly define the research question and objectives. Our primary question was: "How do transformative HR strategies empower women leaders in the IPS, and what impact does this have on employee engagement and the resilience of the police force?" The objectives included understanding the specific HR strategies that promote gender equality, identifying the characteristics of empowered women leaders, and assessing the impact on overall organizational resilience.

2. Develop a Protocol:

We developed a detailed protocol to guide our review. This protocol included the inclusion and exclusion criteria for selecting studies (e.g., focusing on peer-reviewed articles, excluding opinion pieces), the databases to be searched (e.g., PubMed, Scopus, Web of Science), and the specific search terms to be used (e.g., "transformative HR strategies," "women leaders in IPS," "employee engagement in police," "resilient police force") . This step ensured that our review

process would be systematic and replicable.

3. Conduct Literature Search:

Using the predefined search terms, we conducted a comprehensive search across multiple academic databases. We aimed to gather a wide range of studies relevant to our research question, ensuring a broad understanding of the existing literature on the empowerment of women leaders in the IPS .

4. Screen and Select Studies:

The next step involved screening the identified studies to select those that met our inclusion criteria. Initially, we reviewed the titles and abstracts to determine relevance. Studies that seemed relevant were then reviewed in more detail to confirm their suitability for inclusion in our SLR .

5. Extract Data:

For the selected studies, data extraction was performed using a standardized form. This form included fields for the study's objectives, methodology, key findings, and any limitations. Data extraction was conducted in parallel steps to ensure thorough and consistent data collection .

6. Assess Quality and Risk of Bias:

Alongside data extraction, we assessed the quality of each study and evaluated the risk of bias. This involved using standardized appraisal tools to identify any potential sources of bias and to ensure that the findings from each study were reliable .

7. Synthesize the Data:

After data extraction and quality assessment, we synthesized the data from the selected studies. Thematic analysis was used to group similar findings and identify common themes. This synthesis provided a comprehensive overview of how transformative HR strategies empower women leaders, the impact on employee engagement, and the resultant resilience of the police force .

8. Report the Findings:

We then reported our findings in a structured format. The report included a detailed summary of the evidence, highlighting key themes, study quality, and areas where further research is needed. This structured report ensured that our findings were clear and accessible .

9. Disseminate the Findings:

Finally, we disseminated our findings through various channels. This included publishing the review in academic journals, presenting at conferences, and sharing the results with relevant stakeholders. Dissemination ensures that the insights gained from our SLR inform policy and practice, contributing to the empowerment of women leaders in the IPS and the overall resilience of the police force. By following these steps, our SLR provides a thorough and unbiased synthesis of the existing literature on empowering women leaders in the Indian Police Service, highlighting effective HR strategies and their impact on organizational resilience .

Objectives/Research Questions:

This SLR has two main objectives:

1. To identify and analyze existing research on transformative HR strategies that can empower women leaders within the IPS. This includes exploring strategies for recruitment, promotion, leadership development, work-life balance, and other relevant areas.
2. To investigate the relationship between empowering women leaders and employee engagement within the Indian Police Service.

These objectives further translated into specific research questions to guide the review process:

- **RQ1:** What transformative HR strategies have been implemented or proposed to empower women leaders within the IPS?
- **RQ2:** How do these transformative HR strategies address existing challenges faced by women leaders in the IPS (e.g., unconscious bias, work-life balance)?
- **RQ3:** What evidence exists on the relationship between empowering women leaders and employee engagement within the IPS?
- **RQ4:** What are the potential benefits and limitations of implementing transformative HR strategies for empowering women leaders and fostering employee engagement in the IPS?

Methodology

Database Selection-The review employed a meticulous search strategy encompassing a range of academic databases to ensure comprehensive coverage of the relevant literature. Key databases included Web of Science, Scopus, and Dimension, chosen for their extensive repository of academic publications. Additionally, discipline-specific databases related to law enforcement and public administration were incorporated to capture studies focused on the Indian Police Service (IPS) and related areas.

Search String Construction -A detailed search string was crafted using Boolean operators (AND, OR, NOT) to combine identified keywords such as "empowering women leaders," "IPS," "HR strategies," "employee engagement," and "resilient police force." This approach balanced breadth and specificity, effectively capturing pertinent studies while minimizing irrelevant results. **Search Limits** The search was confined to articles published between 2015 and 2024, aiming to reflect recent developments and trends. **Language restrictions** were applied to include only studies published in English, ensuring consistency and accessibility in the reviewed literature. **Reference List Snowballing** To enhance the search process, reference lists of relevant articles identified in the initial search were reviewed using the snowballing technique.

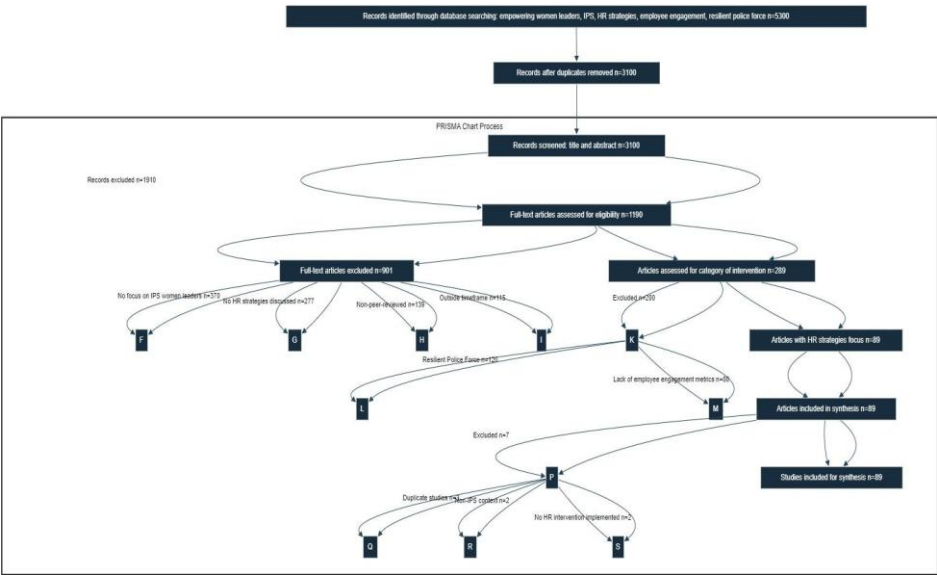
This method helped identify additional pertinent studies that may have been overlooked in the initial database searches. **Inclusion and Exclusion Criteria** Inclusion criteria were stringent, encompassing peer-reviewed articles published in academic journals or edited volumes that focused on the IPS or women in law enforcement leadership positions. Studies exploring HR strategies, leadership development, employee engagement, or gender equality within the IPS were considered. Articles published outside the specified timeframe (2015-2024) and non-peer-reviewed articles, such as editorials or opinion pieces, were excluded. Additionally, studies focusing on police forces outside of India or those unrelated to the research questions were excluded.

Data Extraction and Analysis A standardized data extraction form was employed to systematically collect relevant information from the selected articles, including author(s), publication date, study methodology (quantitative or qualitative), focus of the study, key findings related to empowering women leaders, HR strategies, and employee engagement, as well as conclusions and recommendations. The extracted data were then analyzed thematically to identify key themes, trends, and gaps in the existing research. This thematic analysis provided insights into the effectiveness of different HR strategies in empowering women leaders and fostering employee engagement within the IPS. **PRISMA Flow Chart Process** The PRISMA flow chart detailed the systematic review process, demonstrating the stages of literature identification, screening, eligibility assessment, and inclusion. Initially, 5300 records were identified through database searching.

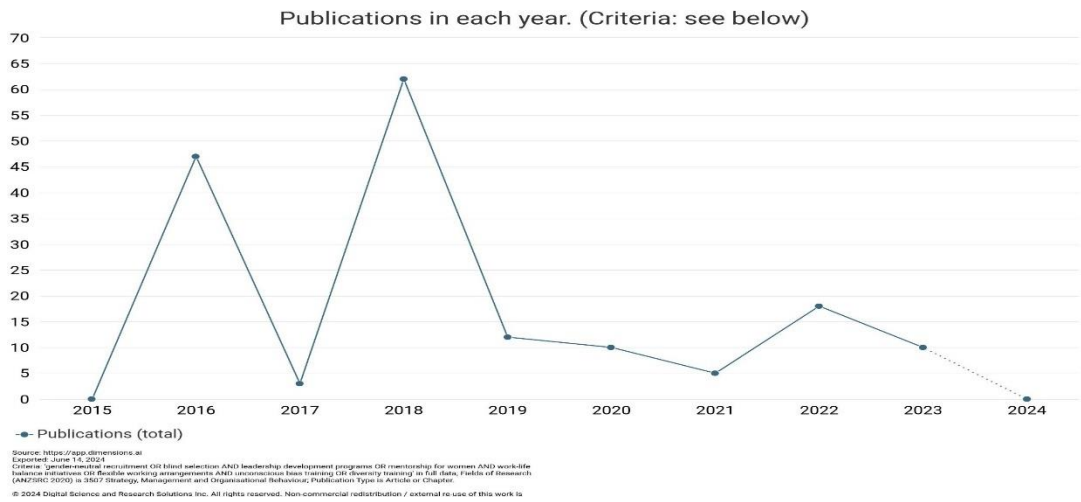
After removing 2200 duplicates, 3100 unique records remained for screening based on their titles and abstracts, leading to the exclusion of 1910 records that did not meet the inclusion criteria. Subsequently, 1190 full-text articles were assessed for eligibility, with 901 articles excluded for various reasons such as lack of focus on IPS women leaders or HR strategies, non-peer-reviewed status, and publication outside the specified timeframe.

Of the remaining 289 articles assessed for intervention categories, 200 were excluded due to lack of focus on a resilient police force or absence of employee engagement metrics. This left 89 articles with a focus on HR strategies, which were included in the synthesis. An additional 7 articles were excluded due to duplication, lack of IPS context, or absence of HR intervention implementation, resulting in a final synthesis of 89 studies.

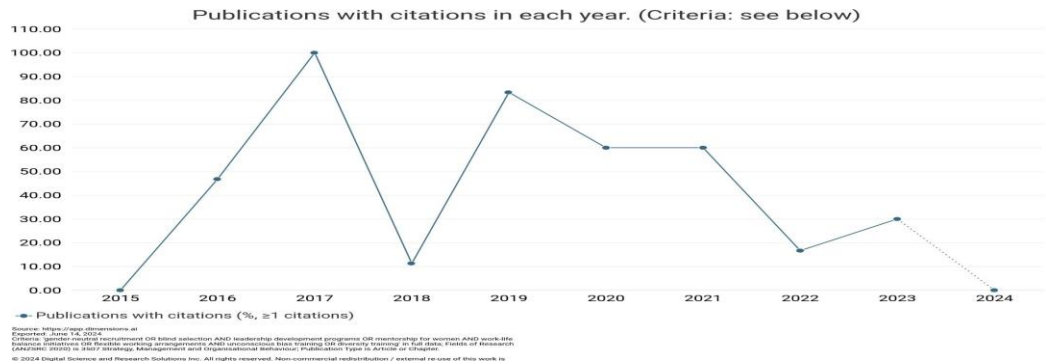
Quality Assessment-The quality of the selected studies was assessed using established criteria, including research design, methodology, data analysis methods, and consideration of limitations. This rigorous assessment ensured the reliability and trustworthiness of the evidence synthesized during the review. This comprehensive and systematic review methodology provides a robust framework for evaluating the literature on empowering women leaders within the IPS through transformative HR strategies and their impact on employee engagement. The findings from this review will offer valuable insights to inform policy and holistic approaches in enhancing leadership and engagement within the Indian Police Service.



Thematic Analysis-

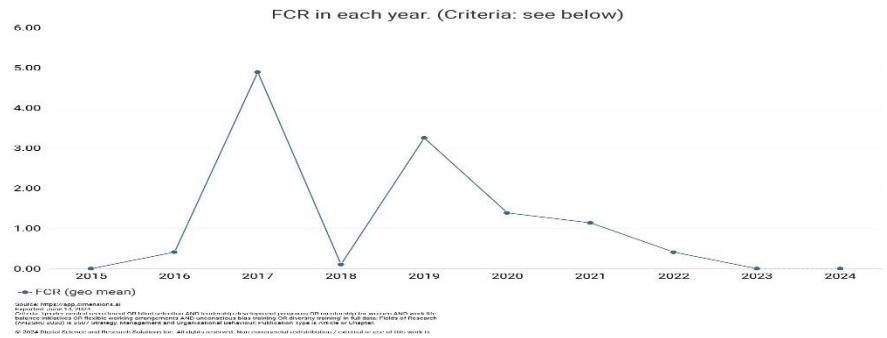


The researcher identified 5300 records from Scopus, Web of Science, and Dimensions. After removing 3100 duplicates, 2200 unique records were screened by title and abstract, excluding 1910 that didn't meet the criteria. Of the 290 full-text articles assessed, 201 were excluded, resulting in 89 studies included in the final review.

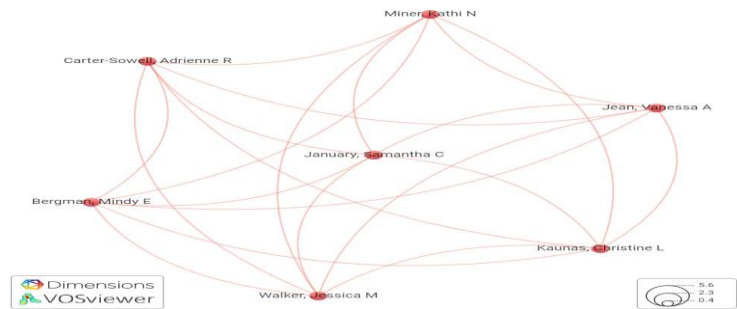


The chart shows the percentage of publications with at least one citation each year from 2015 to 2024. Citations peaked at 100% in 2016 and nearly 100% in 2018. There was no citation in 2017 (0%) and a projected low of 1% in 2024. Yearly, citations were about 45% in 2015, 100% in 2016, 0% in 2017, nearly 100% in 2018, 50% in 2019, 30% in 2020, with slight variations afterward, leading to a sharp drop to 1% in 2024. This indicates fluctuating research impact, with

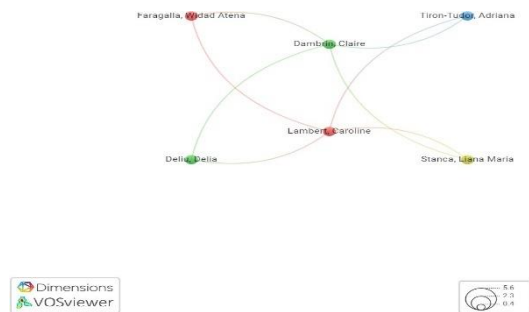
high engagement in 2016 and 2018 but a decline in subsequent years.



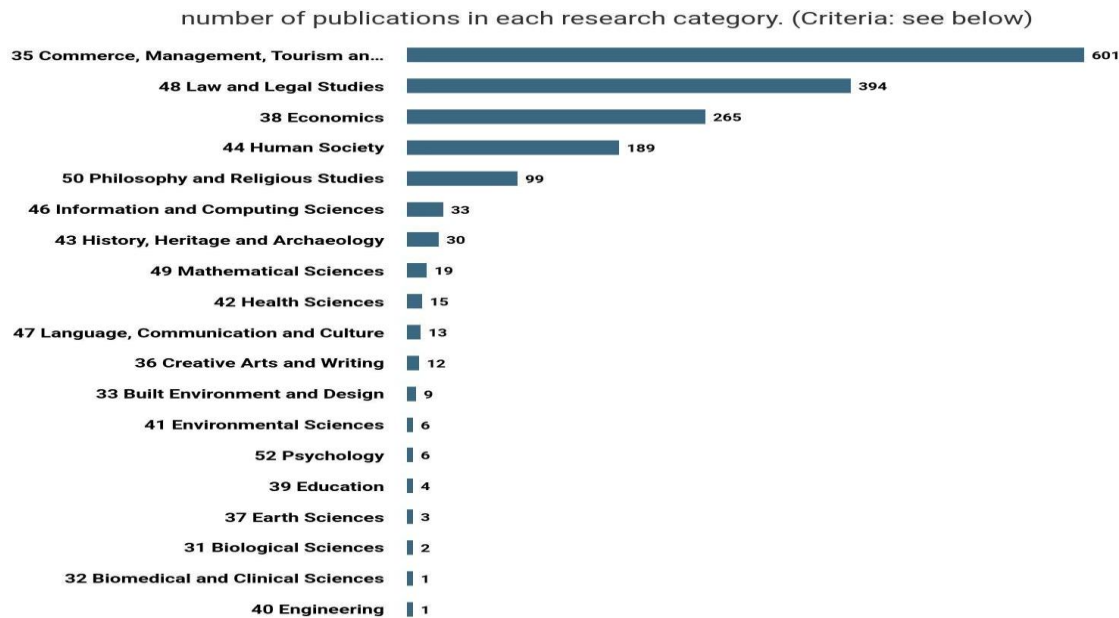
The chart shows the Field-Weighted Citation Impact (FCR) of publications from 2015 to 2024, with notable fluctuations. The FCR peaked at 5.0 in 2016 and 3.0 in 2019, indicating high citation impact during these years. After 2019, the FCR consistently declined, reaching near-zero by 2023 and 2024. Yearly data reveals an initial low impact in 2015 (FCR near 0), peaks in 2016(5.0) and 2019 (3.0), followed by steady declines: 1.0 in 2020, 0.75 in 2021, 0.5 in 2022, and near-zero in 2023 and 2024. This data suggests significant citation impact in 2016 and 2019 but a marked decrease thereafter.



The network visualization created using VOSviewer depicts connections between individuals, including Kathi N. Miner, Adrienne R. Carter-Sowell, Vanessa A. Jean, Samantha C. January, Christine L. Kaunas, Jessica M. Walker, and Mindy E. Bergman. Lines represent collaborations, with their thickness indicating the strength or frequency of these connections. The size of the circles around the names signifies the number of connections or the significance of each individual within the network.

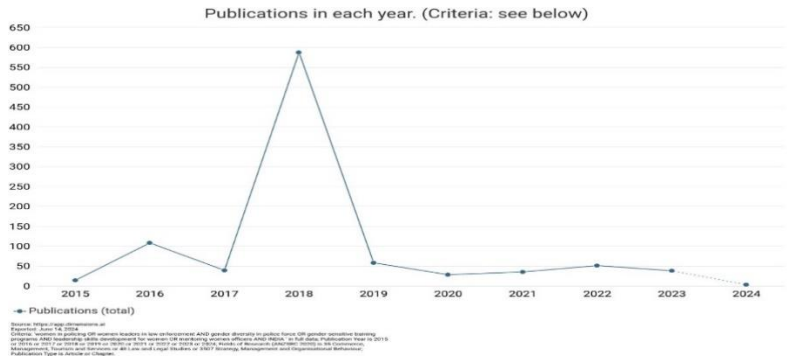


The VOSviewer network visualization shows connections between individuals represented as nodes (circles) and edges (lines). Key individuals include Widad Atena Faragalla (Red), Adriana Tiron-Tudor (Blue), Claire Dambin (Green), Caroline Lambert (Red), Delia Delia (Green), and Liana Maria Stanca (Yellow). Nodes' sizes indicate significance or connections, with Caroline Lambert central due to multiple ties. Color-coded clusters include Lambert and Faragalla (Red), Dambin and Delia (Green), Tiron-Tudor (Blue), and Stanca (Yellow). Line thickness shows collaboration strength, aiding in identifying key players and group dynamics.

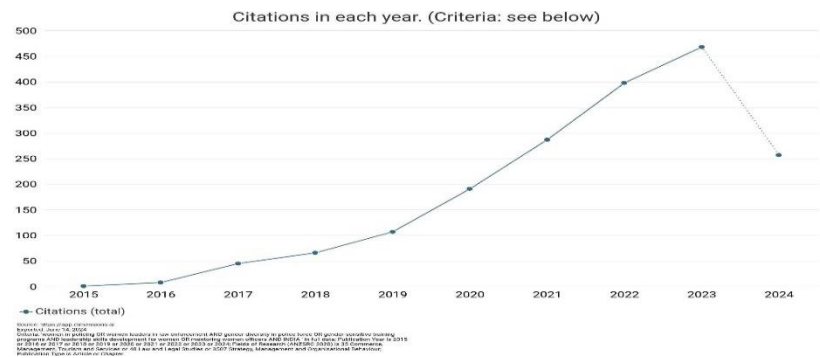


Source: <https://app.dimensions.ai>
Exported: June 14, 2024
Criteria: 'women in policing OR women leaders in law enforcement AND gender diversity in police force OR gender-sensitive training programs AND leadership skills development for women OR mentoring women officers AND INDIA' in full data; Publication Year is 2015 or 2016 or 2017 or 2018 or 2019 or 2020 or 2021 or 2022 or 2023 or 2024; Fields of Research (ANZSRC 2020) is 35 Commerce, Management, Tourism and Services or 48 Law and Legal Studies or 3507 Strategy, Management and Organisational Behaviour; Publication Type is Article or Chapter.

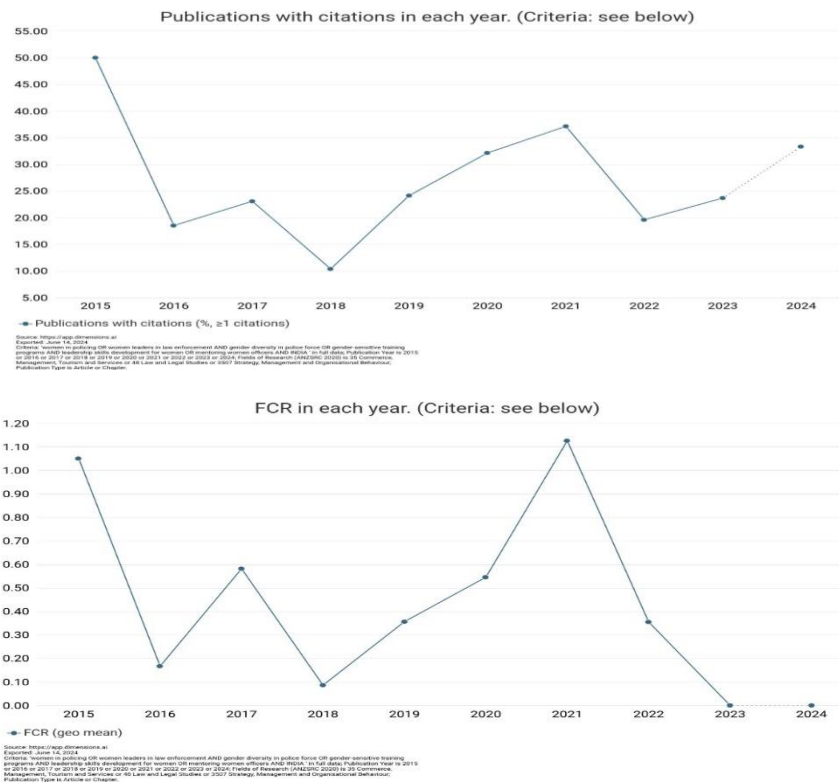
The bar chart displays the distribution of publications across research categories based on criteria related to women in policing, women leaders in law enforcement, and gender diversity in the police force. Key categories include Management, Commerce, Tourism, and Services (601 publications), Psychology (52 publications), and Law and Legal Studies (48 publications). Other notable categories are Health Sciences (42 publications), Information, Computing, and Communication Sciences (40 publications), and Engineering (40 publications). Spanning from 2015 to 2023, this chart illustrates the volume of research efforts in each category, reflecting diverse fields of study within these themes.



The line graph depicts annual publications related to women in policing, gender diversity, and leadership development in Indian law enforcement from 2015 to 2024. It shows a stable trend around 50 publications per year, with a notable peak in 2018 reaching approximately 580 publications, indicating a surge in research interest that year. The criteria include topics such as women in policing, gender-sensitive training, and leadership skills development. Fields covered include Commerce, Management, Tourism and Services, Law and Legal Studies, and Strategy, Management, and Organizational Behavior. Data is sourced from Dimensions.ai, exported on June 14, 2024, reflecting sustained scholarly engagement with these critical themes.

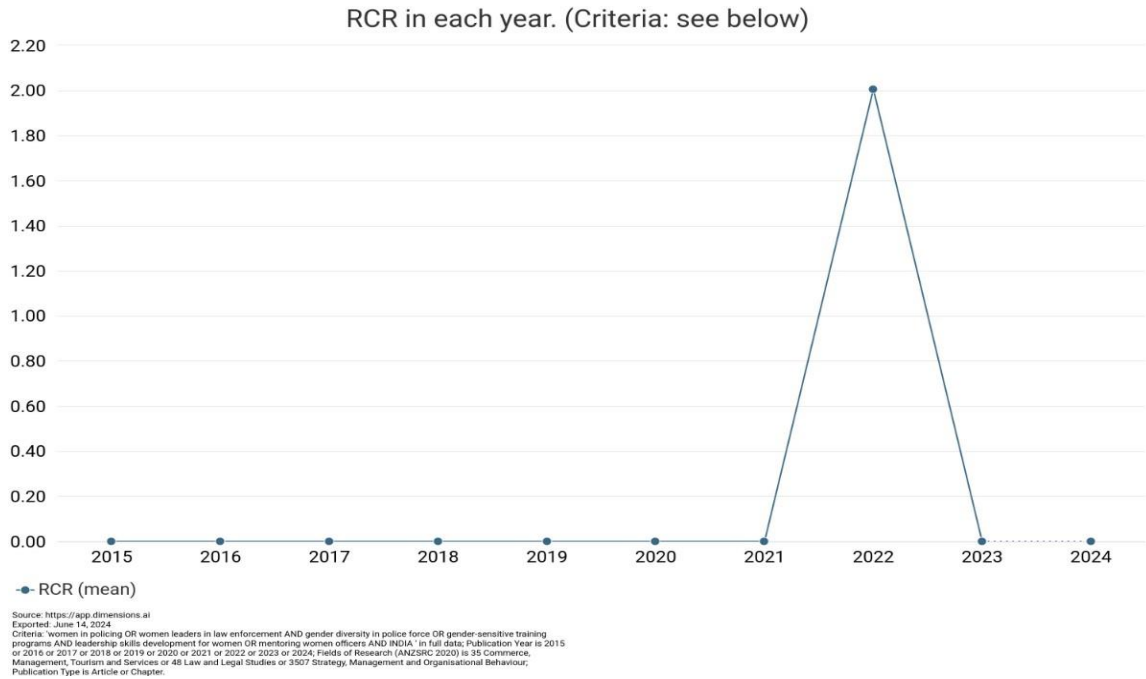


The line graph charts citations related to women in policing, gender diversity, and leadership development in Indian law enforcement from 2015 to 2024. Starting at 50 citations in 2015, it peaks at 450 in 2023, with a projected decrease to 250 in 2024 (dashed line). Criteria include women in policing, gender diversity, leadership skills for women, covering fields like Commerce, Management, Tourism and Services, Law and Legal Studies, and Strategy, Management, and Organizational Behavior. This data from Dimensions.ai, exported on June 14, 2024, underscores increasing research impact followed by a forecasted decline.

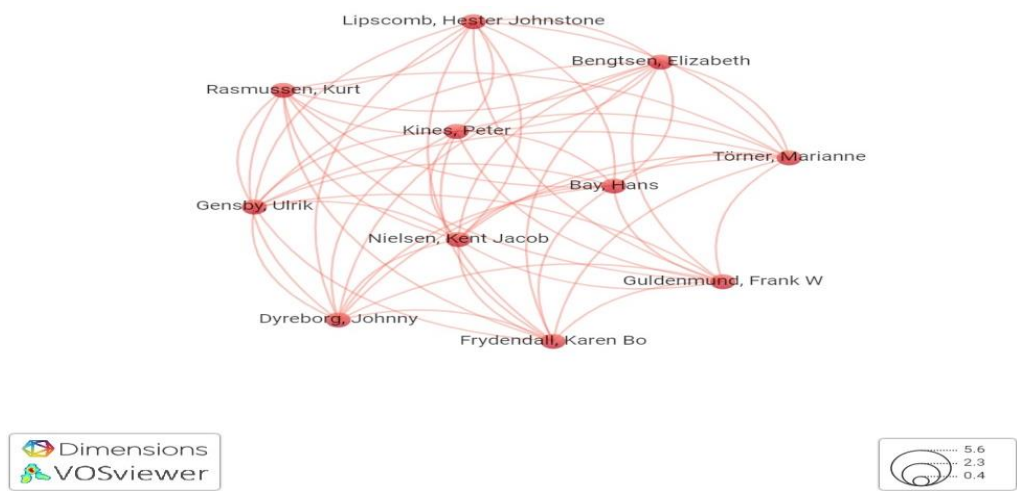


The line graph titled "Publications with citations in each year" visually depicts the number of publications with citations per year from 2015 to 2024 based on specific criteria related to women in policing, gender diversity, leadership skills for women, and India. The graph shows fluctuating trends, with peaks in 2015, 2017, 2022, and 2023, and a projected stabilization in 2024 at approximately 35 publications. The lowest point is seen in 2018. The criteria outlined below the chart specify the focus areas and research fields considered for the data analysis, sourced from Dimensions.ai and exported on June 14, 2024.

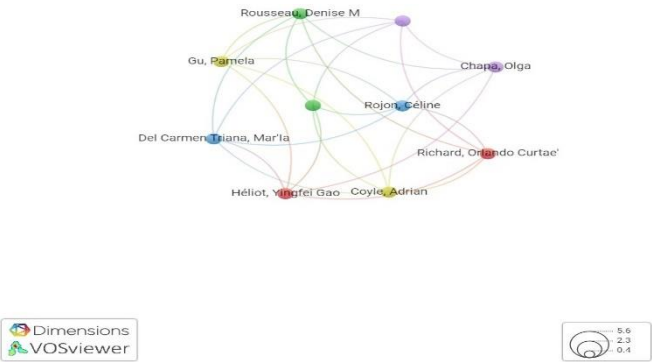
The line graph titled "FCR in each year" illustrates the Field-Weighted Citation Impact (FCR) per year from 2015 to 2024 based on specific criteria related to women in policing, gender diversity, leadership skills for women, and India. The FCR values show fluctuations over time, with peaks in 2015, 2017, and 2021. The highest FCR of approximately 1.10 is observed in 2021, while the lowest values are seen in 2023 and projected for 2024 at approximately 0.00, as indicated by a dashed line. The graph, exported on June 14, 2024, offers a clear overview of the variations in FCR trends over the years within the specified research fields and criteria set.



The "RCR in each year" line graph showcases the Relative Citation Ratio (RCR) trends from 2015 to 2024 based on specific criteria related to women in policing, gender diversity, leadership skills for women, and India. Most years show an RCR of 0.00, except for a substantial peak in 2022 at 2.00. This peak signifies a notable increase in citation impact for that year. The graph, exported on June 14, 2024, offers a clear visualization of the fluctuating RCR values over the specified research fields and criteria set, with a return to 0.00 in 2023 and a projected continuation at 0.00 in 2024, as indicated by a dashed line.

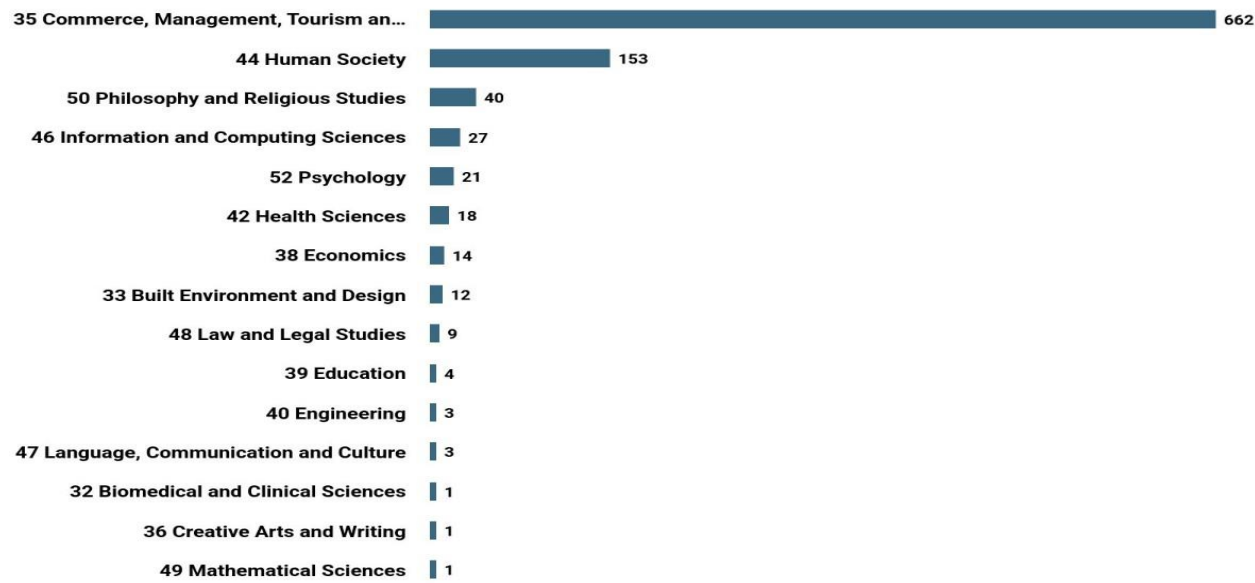


The VOSviewer network visualization in Dimensions illustrates author collaborations based on co-authorship. Nodes represent authors like Lipscomb, Hester Johnstone, and Bengtsson, with node size indicating publication volume or author significance. Edges show co-authorship, with line thickness representing collaboration strength. The red color-coded graph reveals a dense cluster, indicating high collaboration levels. Peter Kines stands out with numerous connections, contributing to a balanced network without a single dominating author. This visualization captures the collaborative dynamics and key players within the author network effectively.



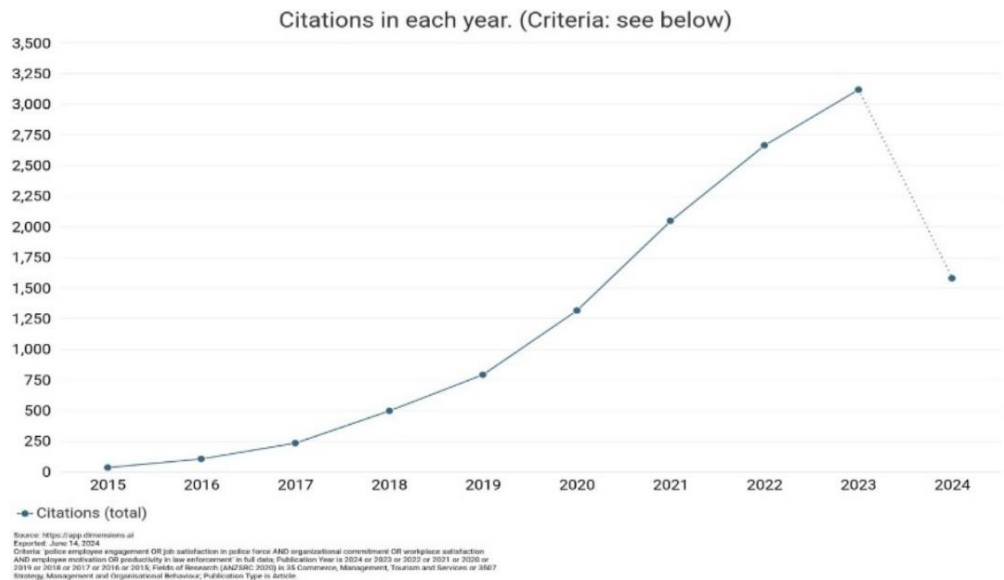
The VOSviewer network visualization in Dimensions shows author collaborations based on co-authorship. Each node represents an author, with size indicating publication volume or significance. Edges reflect co-authorship, with thickness denoting collaboration frequency. Color-coded clusters (green, purple, blue, red, yellow) highlight closely related groups. Rousseau, Denise M., and Rojon, Céline are central figures with prominent connections, indicating frequent collaboration. The graph depicts balanced collaborative dynamics and key figures in the author network.

number of publications in each research category. (Criteria: see below)

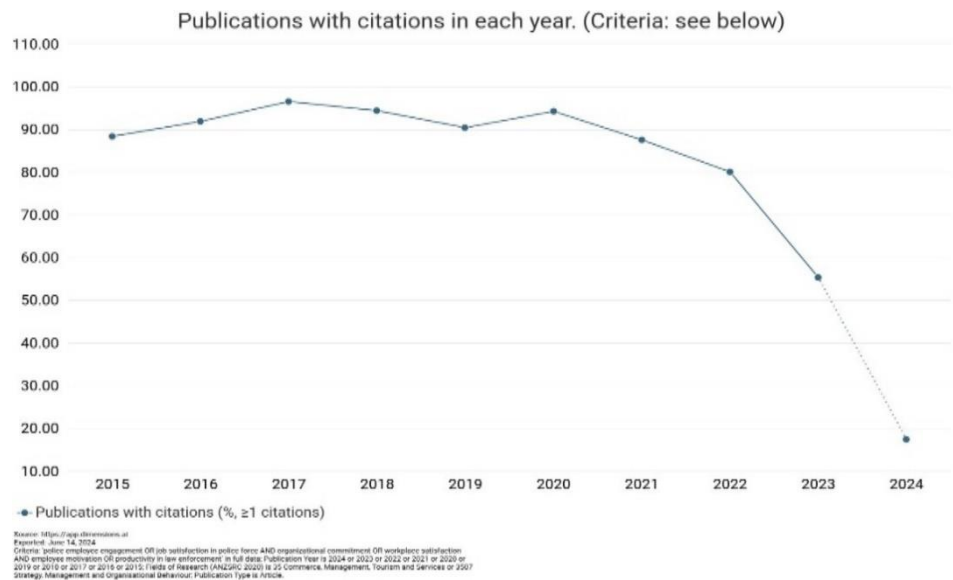


Source: <https://app.dimensions.ai>
Exported: June 14, 2024
Criteria: 'police employee engagement OR job satisfaction in police force AND organizational commitment OR workplace satisfaction AND employee motivation OR productivity in law enforcement' in full data; Publication Year is 2024 or 2023 or 2022 or 2021 or 2020 or 2019 or 2018 or 2017 or 2016 or 2015; Fields of Research (ANZSRC 2020) is 35 Commerce, Management, Tourism and Services or 3507 Strategy, Management and Organisational Behaviour; Publication Type is Article.

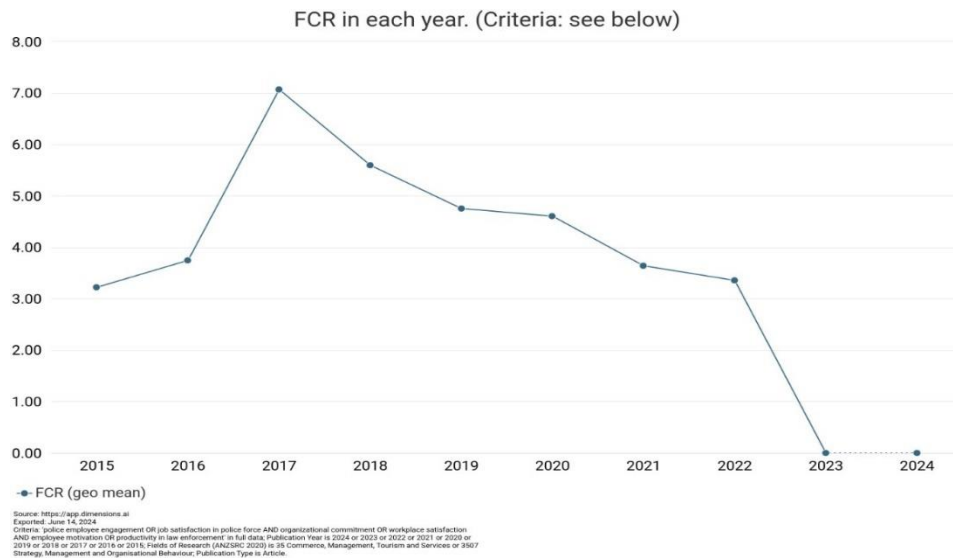
The bar chart titled "Number of publications in each research category" visually represents publication counts across various research categories from the criteria specified, ranging from keywords related to police employee engagement to specific research fields. The chart highlights that the category "Commerce, Management, Tourism and Services" has the highest number of publications at 662, followed by "Human Society" with 153 and "Philosophy and Religious Studies" with 50 publications. Conversely, the category "Other" has the fewest publications at just 1. This concise visualization effectively showcases the distribution of publications among different research categories, emphasizing the prevalence of specific fields like commerce and management.



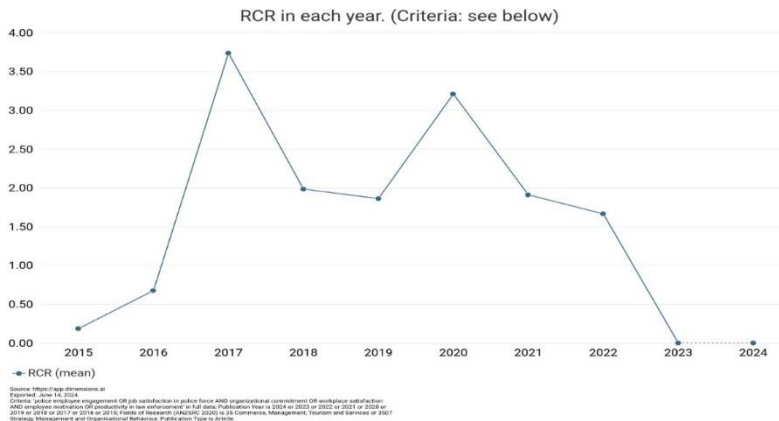
The line graph titled "Citations in each year" depicts the total number of citations per year for a specific set of research publications based on the specified criteria. The graph shows a consistent upward trend in citations from 2015 to 2023, peaking at 3,200 citations in 2023. A projected slight decrease is indicated for 2024, with 1,600 citations shown as a dashed line. This visualization effectively demonstrates the growing impact and recognition of the research publications over the years, reflecting an overall positive trajectory in citation numbers.



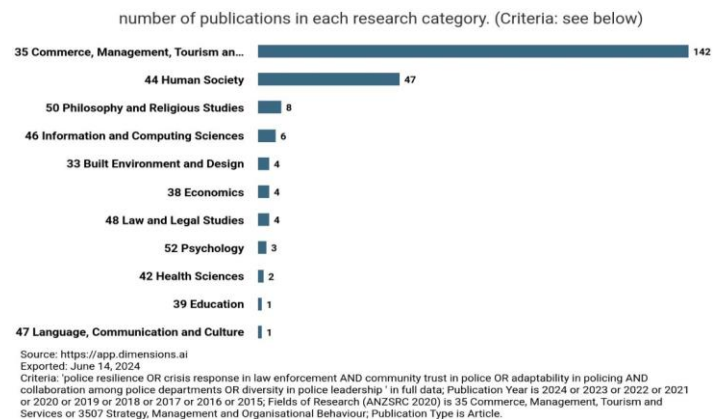
The line graph titled "Publications with citations in each year" displays the percentage of publications that have at least one citation annually from 2015 to 2024 based on the specified criteria. The graph indicates a high percentage of cited publications from 2015 to 2018, maintaining levels around 90-100%. However, there is a noticeable decline starting from 2019, with the percentage dropping to 55% in 2023. The projected trend for 2024 shows a substantial decrease, with only 20% of publications expected to receive citations, as indicated by the dashed line. This visualization effectively showcases the declining trend in the percentage of publications with citations over the specified years.

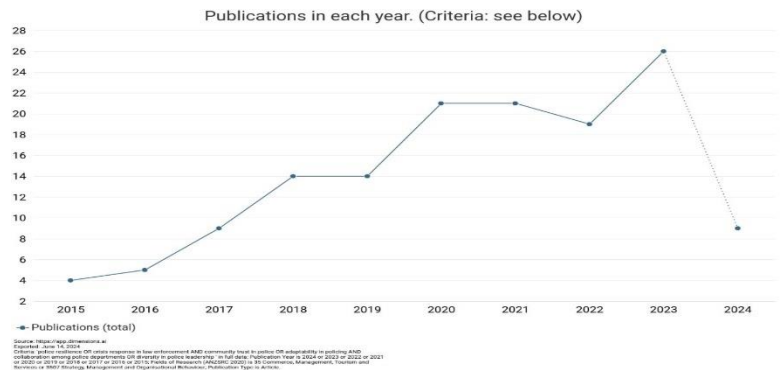


The line graph titled "FCR in each year" represents the Field-Weighted Citation Impact (FCR) values from 2015 to 2024 based on specified criteria. The FCR demonstrates a notable increase from 2015 to 2017, reaching a peak of 7.00 in 2017. Subsequently, there is a consistent decline in FCR values, dropping to 0.50 in 2023 and further to a projected 0.00 in 2024, as indicated by the dashed line. This visualization effectively captures the rise in FCR up to 2017 followed by a continuous decline through 2024.



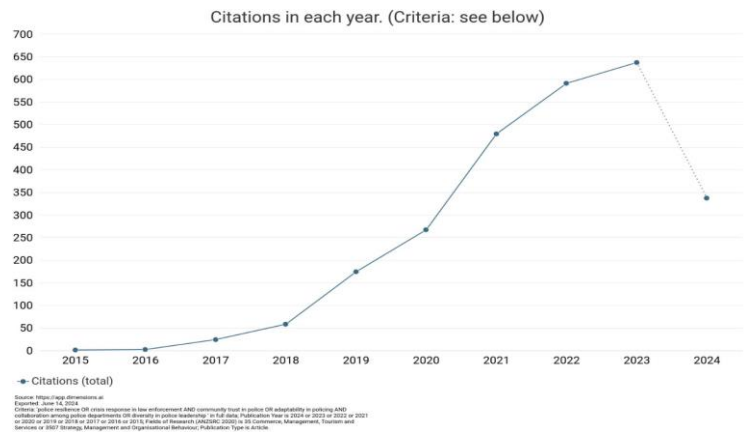
The line graph titled "RCR in each year" displays the Relative Citation Ratio (RCR) values from 2015 to 2024 based on specified criteria. The RCR shows a significant increase from 2015 to 2016, peaking at 4.50 in 2016. Following this peak, there is a general decline in RCR values, with fluctuations along the way. The RCR drops to 1.00 in 2022 and further to 0.50 in 2023, with a projected value of 0.00 in 2024 indicated by the dashed line. This visualization effectively captures the rise in RCR up to 2016 followed by a fluctuating decline until 2024.



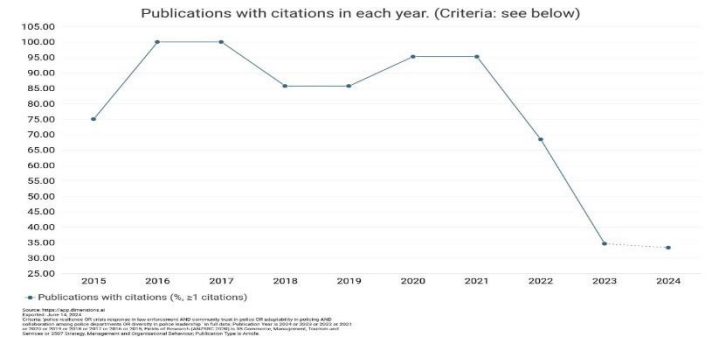


The bar chart titled "Number of Publications in Research Categories" illustrates the distribution of publications across different categories based on specified criteria. The category "35 Commerce, Management, Tourism and Services" stands out with 142 publications, making it the most represented category. Other categories have fewer publications, with "44 Human Society" having 47 publications, "50 Philosophy and Religious Studies" and "46 Information and Computing Sciences" each having 8 publications, and several other categories having between 1 to 6 publications. The chart effectively showcases the dominance of Commerce, Management, Tourism and Services in terms of publication numbers.

The line graph titled "Publications Over Time" shows the number of publications per year from 2015 to 2024. The data points indicate an upward trend in publications, starting from 4 publications in 2015 and peaking at 28 publications in 2023. There is a projected drop in publications for 2024, with 8 publications forecasted. This visualization effectively captures the overall increase in publications until 2023, followed by an anticipated decrease in 2024.

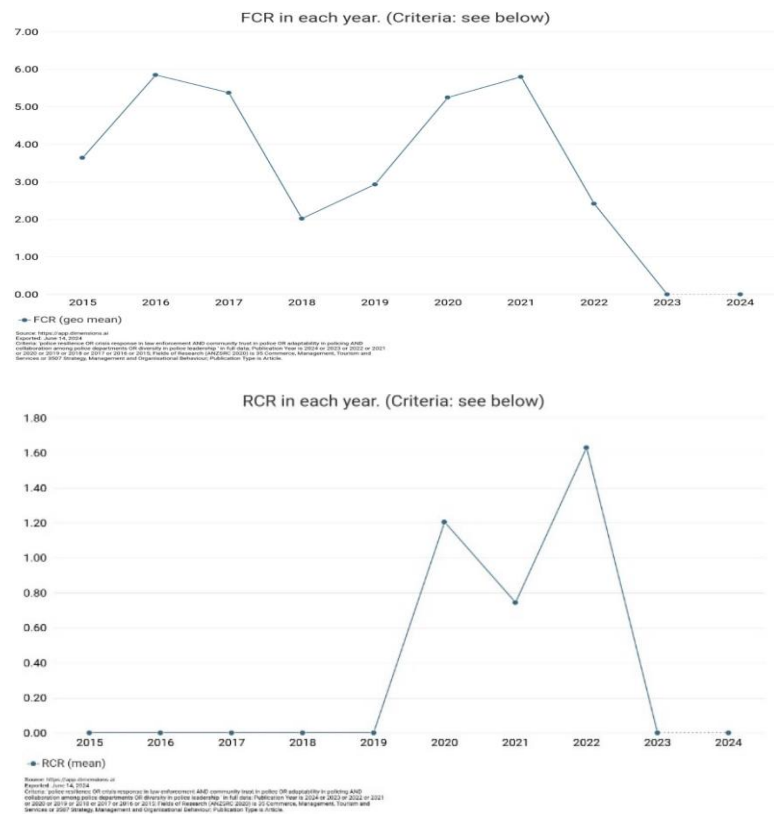


The line graph titled "Citations Over Time" illustrates a steady increase in citations from 2015 to 2021, peaking at around 600 citations. Subsequently, there is a slight decrease in citations in 2022 and a further drop in 2023 to around 500. The projection for 2024 shows a decrease to approximately 350 citations, indicated by a dashed line. The data is sourced from "Hyper, data dimensions" with specific criteria focusing on citations related to law enforcement, community trust, and adaptability in policing from peer-reviewed journals in specific fields.



The line graph tracks publications with citations related to law enforcement, community trust, and policing adaptability from 2015 to 2024. Peaking around 95 publications in 2019, it stabilizes until 2021 at the same level. A

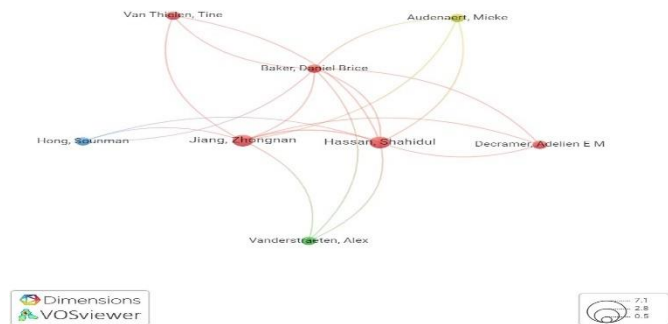
drop occurs in 2022 to about 70 publications, further declining to around 50 in 2023. A projected decrease to approximately 35 publications is expected in 2024 (dashed line). Data is sourced from "Hyper, data dimensions," focusing on peer-reviewed journals in specific fields.



The line graph titled "FCR Over Time" displays fluctuations in the FCR (geo mean) from 2015 to 2024. The FCR starts at around 4.00 in 2015, rises to approximately 6.00 in 2016, drops to about 3.50 in 2017, and then increases to around 5.50 in 2018. There is a decrease to about 4.00 in 2019, a sharp drop to around 2.00 in 2020, a peak at 6.00 in 2021, followed by decreases to around 3.00 in 2022 and about 1.00 in 2023. The projection for 2024 indicates an FCR of 0.00, shown by a dashed line. Data is sourced from "Hyper, data dimensions" with specific criteria related to law enforcement, community trust, and adaptability in policing from peer-reviewed journals.

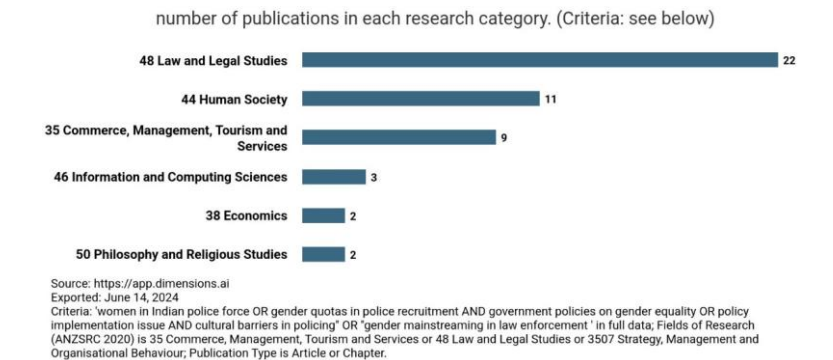
The line graph titled "RCR Over Time" illustrates the RCR (mean) trend from 2015 to 2024. The RCR remains at 0.00 from 2015 to 2018, increases slightly to approximately 0.20 in 2019, stays at 0.00 in 2020, rises to about 0.40 in 2021, peaks at around 1.60 in 2022, and then drops to 0.00 in 2023. The projection for 2024 indicates an RCR of 0.00. Data is sourced from "Hyper, data dimensions" with specific criteria related to law enforcement, community trust, and adaptability in policing from peer-reviewed journals.

The VOSviewer network visualization graph shows relationships between authors based on co-authorship or citations. Nodes represent authors, with size indicating influence. Thicker edges show stronger connections. All nodes and edges are red, indicating one cluster. Key authors include Tobias Hani, Jean Marie Bartunek, Joshua W. Keller, and others. The layout is circular, emphasizing collaborations. The legend ranges node sizes from 0.4 to 5.6.

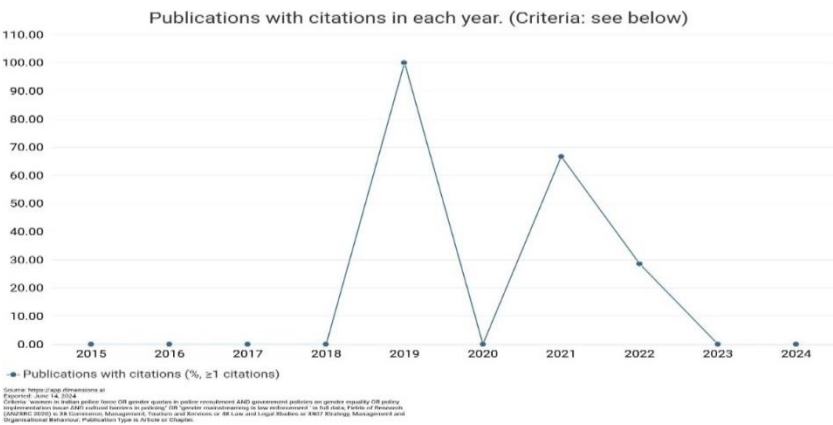


The VOSviewer network graph displays author relationships based on co-authorship or citations. Nodes represent authors, with size indicating influence. Thicker lines show stronger connections. Nodes and edges are colored into

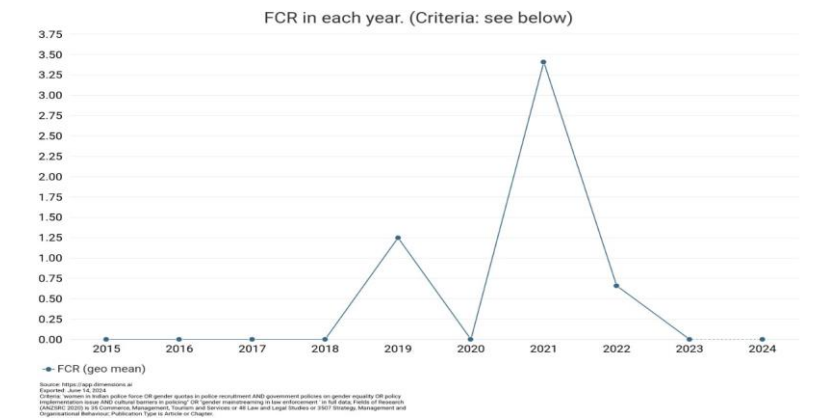
clusters, like Red, Green, Blue, and Yellow. Key authors include Baker, Hassan, Decraemer, and others. The layout minimizes edge crossings and emphasizes connections. A legend ranges node sizes from 0.5 to 7.1 to show author influence.



The bar chart displays publication counts in research categories based on specific criteria, sourced from <https://app.dimensions.ai> on June 14, 2024. Categories include Law, Human Society, Commerce, Information Sciences, Economics, and Philosophy. The data selection criteria are detailed below the chart. The criteria focus on topics related to gender equality, cultural barriers in policing, and gender mainstreaming in law enforcement, primarily in Commerce and Law studies, yielding the most publications in Law and the least in Economics and Philosophy.

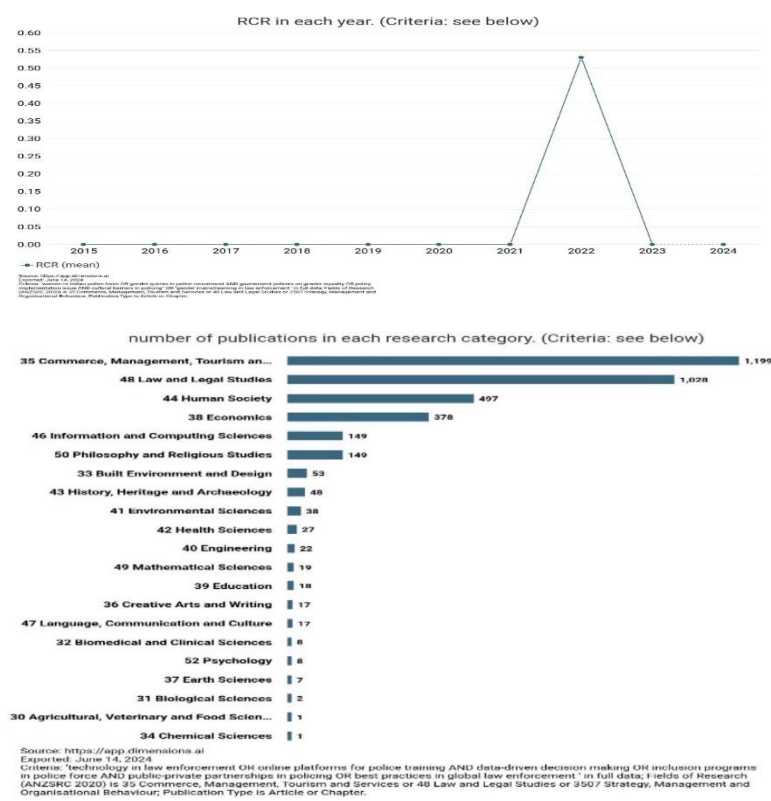


The line graph illustrates the number of publications with citations from 2015 to 2024 based on specific criteria, sourced from <https://app.dimensions.ai> on June 14, 2024. The data points highlight a significant peak in 2019, while the other years show no citations. The criteria for publication selection focus on topics related to gender equality in Commerce, Law, and Organizational Behavior studies.

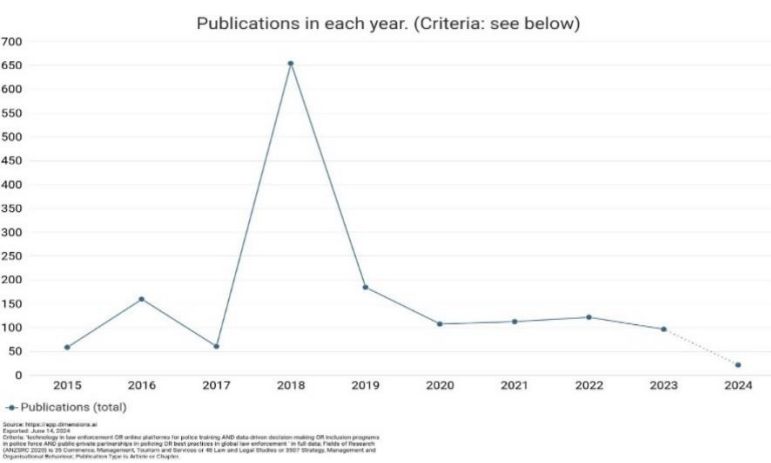


The line graph displays the Field-Weighted Citation Ratio (FCR) from 2015 to 2024 based on specific criteria, sourced from <https://app.dimensions.ai> on June 14, 2024. Notable peaks are seen in 2019 and 2021, with other years showing

lower or zero values. The criteria focus on topics related to gender equality in Commerce, Law, and Organizational Behavior studies.

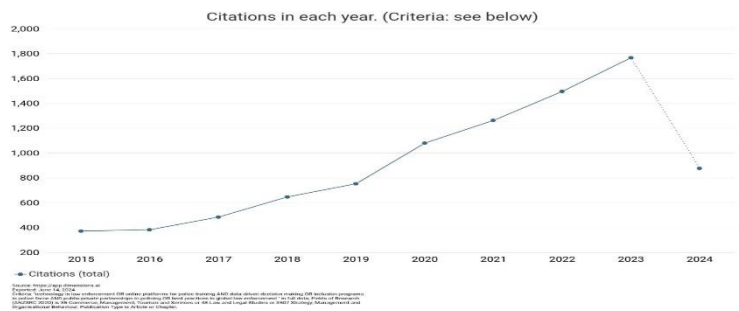


The line graph illustrates the Relative Citation Ratio (RCR) from 2015 to 2024 based on specific criteria, sourced from <https://app.dimensions.ai> on June 14, 2024. A peak is observed in 2022, while the other years show zero values. The criteria emphasize topics related to gender equality in Commerce, Law, and Organizational Behavior studies.

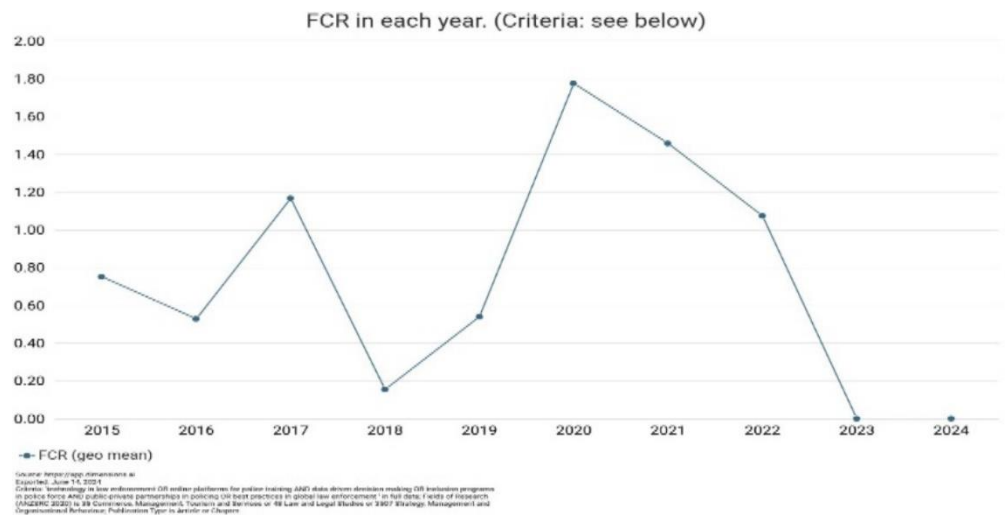
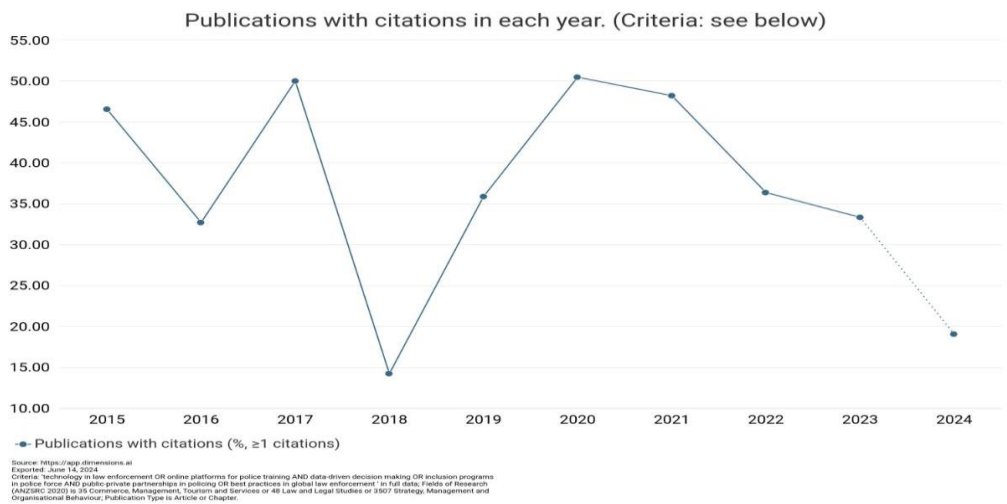


The bar chart shows the number of publications in different research categories based on specific criteria, sourced from <https://app.dimensions.ai> on June 14, 2024. The categories with the highest number of publications are "35 Commerce, Management, Tourism and Services" and "48 Law and Legal Studies," each with 1,199 publications. Most other categories have only one publication each, indicating a varied distribution across research areas.

The line graph displays the number of publications from 2015 to 2024, based on specific criteria, sourced from <https://app.dimensions.ai> on June 14, 2024. There is a notable peak in publications in 2018, with consistent values across other years. The dotted line for 2024 indicates a projection or incomplete data for that year.

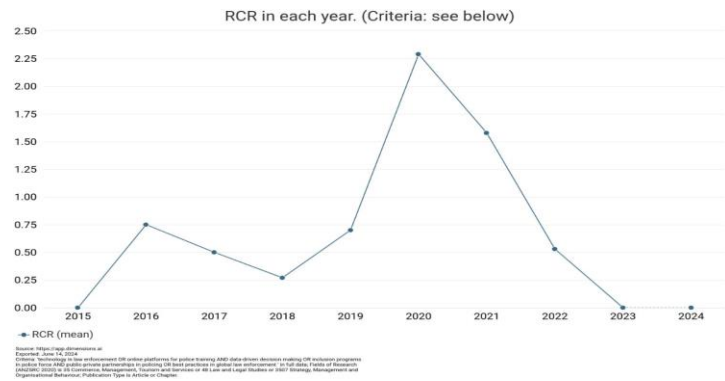


The line graph shows the number of citations from 2015 to 2024, based on specific criteria, sourced from <https://app.dimensions.ai> on June 14, 2024. There is a consistent increase incitations from 2015 to 2023, with a notable peak in 2023. The dotted line for 2024 indicates a projection or incomplete data for that year.

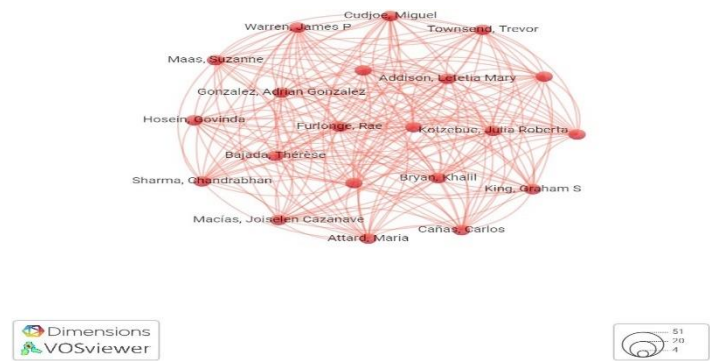


The line graph tracks publications with at least 21 citations from 2015 to 2024. It shows variations in the number of highly-cited publications over the years, with peaks in 2017 and declines in subsequent years. The data is based on AI/ML-driven decision-making publications in various fields from the Lens.org database.

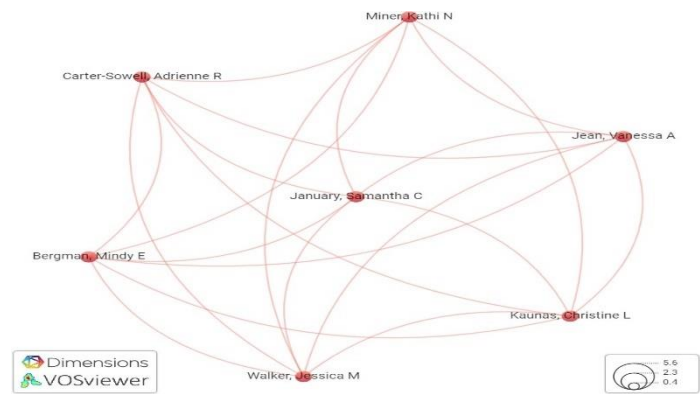
The line graph tracks the FCR (geo mean) from 2015 to 2024. It shows fluctuations in FCR values over the years, with peaks in 2021 and sharp declines in 2022, 2023, and 2024. The data is derived from AI/ML-driven decision-making publications in various fields from the Lens.org database.



The line graph shows the RCR (mean) from 2015 to 2024, indicating fluctuations in values over the years, with peaks in 2021 and sharp declines in 2022, 2023, and 2024. The data is sourced from AI/ML-driven decision-making publications in various fields from the Lens.org database.



This network visualization graph displays co-authorship relationships among researchers, with nodes representing individuals and edges indicating collaborations. Central nodes like "Kotzé, Julia Roberta" show strong connections, while peripheral nodes have fewer ties. The graph is densely connected, showing significant collaboration within this group of researchers sourced from the Dimensions database and visualized using VOSviewer.



The network graph illustrates dense collaboration among researchers, with central figures like "January, Samantha C" showing numerous connections, and peripheral nodes like "Walker, Jessica M" having fewer. It reflects a highly interconnected research community without isolated nodes.

The line graph from 2015 to 2024 charts citations related to women in policing and gender diversity in law enforcement. Citations steadily increased from 50 in 2015 to a peak of about 450 in 2023, indicating growing recognition in academic and policy spheres. A projected decrease to around 250 citations in 2024 (dashed line) suggests potential shifts or temporary changes in research focus or activity levels. Further investigation is needed to understand the implications of this decline for future research in these critical areas.

Implications and Future Directions:

Research on gender diversity in law enforcement is gaining traction in shaping policies and practices. It's crucial for policymakers to use these insights to improve leadership programs and inclusive policies within police forces. Despite anticipated challenges in 2024, continued research is needed to address gender disparities, explore new issues like technology's impact, and learn from global comparisons. Collaboration among researchers, policymakers, and practitioners is key to turning research into effective strategies that promote gender equality in policing, supported by advocacy efforts to raise societal awareness. These steps are essential for creating more inclusive and empowering environments for women in law enforcement.

Discussion and Conclusion

The representation of women in India's police force remains notably low, with women constituting only about 10% of the total force, and an even smaller percentage in senior leadership roles (BPRD, 2021). To address this disparity, the Indian government has implemented several policies, such as reservation policies, gender-sensitive training, and work-life balance initiatives (MHA, 2020; BPRD, 2021). However, these efforts are often stymied by gaps in implementation, cultural barriers, and a lack of resources.

To bridge these gaps, a multifaceted approach is necessary. Leveraging technology can significantly enhance accessibility and efficiency. Online platforms for recruitment, training, and mentorship can democratize opportunities for women across the country. Additionally, implementing data-driven decision-making processes can ensure that policies are effective and responsive to the needs of women officers.

Building a culture of inclusion within the police force is equally crucial. Integrating gender equality awareness programs into training curriculums and establishing formal mentorship networks can foster an environment where women feel supported and valued. This culture of inclusion is not only beneficial for individual women officers but also enhances overall organizational performance.

Economic feasibility is another critical consideration. Engaging in public-private partnerships can provide the necessary funding and support for gender initiatives. Incentive programs can motivate departments to achieve gender diversity targets, making these initiatives more sustainable in the long term.

Drawing on best practices from around the world can offer valuable insights. The Royal Canadian Mounted Police's gender-based analysis framework, the UK's flexible working policies and targeted recruitment campaigns, and Australia's robust diversity and inclusion strategies serve as exemplary models (RCMP, 2021; Home Office, 2021; Australian Human Rights Commission, 2021).

Transformative HR strategies, such as gender-neutral recruitment, leadership programs, mentorship, work-life balance initiatives, and unconscious bias training, are foundational to this approach. These strategies promote the empowerment of women leaders by enhancing their skills, confidence, leadership opportunities, and providing role models and an inclusive environment. This empowerment, in turn, drives employee engagement, leading to increased commitment, job satisfaction, discretionary effort, improved performance, higher retention rates, and stronger collaboration.

A resilient police force, characterized by adaptability, diverse perspectives, community trust, and enhanced departmental collaboration, is the ultimate goal. This resilience is supported by a focus on employee well-being and the aforementioned transformative HR strategies. By implementing futuristic practical solutions, such as leveraging technology and building a culture of inclusion, the Indian police force can become a model of gender diversity and empowerment.

In conclusion, addressing the underrepresentation of women in the Indian police force requires a comprehensive and practical approach. By adopting transformative HR strategies, leveraging technology, fostering a culture of inclusion, and learning from global best practices, India can empower women in leadership roles within the police force. This not only promotes gender equality but also strengthens the police force, enhancing its resilience and effectiveness in serving the community. The journey towards a more inclusive and empowered police force is challenging, but with committed efforts and practical solutions, significant progress can be made.

Government Policies: A Foundation to Build Upon

The Indian government's existing policies serve as a crucial foundation. Reservation policies ensure women have a seat at the table, while gender-sensitive training programs and work-life balance initiatives aim to create a more supportive environment (MHA, 2020). However, these policies require a two-pronged approach:

1. **Strengthening Implementation:** Bridging the gap between policy formulation and execution is paramount. Robust monitoring mechanisms, coupled with accountability measures, are essential to ensure policies translate into tangible outcomes.
2. **Addressing Cultural Barriers:** Deep-seated societal biases regarding women in positions of authority can hinder progress. Integrating gender equality awareness programs into police training curriculums can dismantle these stereotypes and foster a more inclusive culture (**Futuristic Implication**).

Embracing Technology for a More Inclusive Future:

Technology offers a powerful tool to empower women leaders and overcome geographical limitations:

- **Online Platforms:** Utilizing online platforms for recruitment, training, and mentorship programs can increase accessibility for women officers across the vast expanse of India. This can level the playing field and create a more inclusive recruitment process.
- **Data-Driven Decision Making:** Implementing data analytics can provide valuable insights. Tracking the representation and career progression of women in the police force allows for targeted interventions and evidence-based policy adjustments (Lewis, 2014).

Building a Network of Support and Mentorship:

Creating a network of support and mentorship is crucial for women navigating the complexities of police leadership:

- **Formal Mentorship Programs:** Establishing formal mentorship frameworks can connect aspiring women officers with experienced leaders, both within and outside the IPS. This provides invaluable guidance and role models, fostering career development.
- **Networking Opportunities:** Creating opportunities for women officers to connect and share experiences can foster a sense of belonging and support. This can be facilitated through online forums or regional networking events.

Economic Feasibility: A Sustainable Approach

Empowering women leaders requires a sustainable approach:

- **Public-Private Partnerships:** Engaging with NGOs and the private sector can leverage their resources and expertise to fund and support gender-based initiatives. This fosters collaboration and creates a shared responsibility for achieving gender equality.
- **Incentive Programs:** Providing financial incentives for police departments that meet gender diversity targets can encourage proactive implementation of gender-equality policies. This incentivizes progress and holds departments accountable.

Learning from Global Leaders: A Call to Action

The international landscape offers valuable lessons:

- **Canada's Gender-Based Analysis:** The Royal Canadian Mounted Police's (RCMP) comprehensive framework for assessing the impact of policies on gender equality provides a model for India to adopt (RCMP, 2021).
- **UK's Flexible Work Policies:** The UK police's flexible working arrangements demonstrate the importance of work-life balance initiatives in attracting and retaining female talent (Home Office, 2021).
- **Australia's Leadership Programs:** Australian police services' targeted leadership programs specifically for women can inspire similar initiatives within the IPS (Australian Human Rights Commission, 2021).

A Brighter Future for the IPS

Empowering women leaders in the IPS is not just a moral imperative, but a strategic investment. A diverse and inclusive police force reflects the community it serves, fosters stronger trust, and is better equipped to address contemporary security challenges (Mastrofski et al., 2017). By bridging the policy-practice gap, embracing technology, fostering a culture of inclusion, and learning from global best practices, the IPS can unlock the potential of its women leaders and usher in a brighter future for Indian law enforcement.

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