Enhancing Inclusivity: The Systemic Challenges Faced by LGBTQ Officers in the Law Enforcement Workplace

[1]Dr. Ruby Brockenberry, Dr. Marisa Bryant, Dr. Joel Chagadama,
Dr. Desire Luamba

Walden University, Qualitative Study of Sexual Orientation in Law Enforcement;
Doctor of Philosophy, Criminal Justice, 2025
Contributing Faculty, Walden University; Adjunct Faculty, Colorado State University – Global Campus;
Teaching Faculty, Claremont Lincoln University; Adjunct Faculty, American Military University;
Visiting Professor, Chamberlain University
DBA-Finance, President, Start Light Consulting LLC, Manassas, VA-USA
https://orcid.org/0000-0002-7253-6977
DBA-Finance, CEO, Star Light Consulting LLC, Manassas, VA-USA https://orcid.org/0000-0001-5138-1550

ABSTRACT:- This paper explores the experiences of (Lesbian, Gay, Bisexual, Transgender, Questioning) LGBTQ law enforcement officers who faced discrimination and harassment that remain conditioned by traditional norms of masculinity and systemic bias within law enforcement agencies. This qualitative study used a phenomenological approach to analyze the lived experiences, emotional feelings, and professional impact on law enforcement jobs. The participants were 11 law enforcement officers located in South Carolina, USA. The findings indicate that many LGBTQ officers experience discrimination that influences their careers and personal well-being, causing some to look for support networks or hide their identity to fit into the current multi-social environment culture. The psychological challenge of balancing two personas can take a heavy toll on their professional relationships and career development. The study's findings not only enhance the understanding of how culture needs to be altered to ensure the construction of genuinely inclusive and rapport-inspiring working environments but also provide policy-based mechanisms for better support for discriminated employees. These findings are crucial for attracting and retaining talented officers, fostering better group cohesion and community relations, and ensuring that law enforcement agencies mirror the diversity of their society. The significance of these findings is imperative in promoting awareness of the need for systemic change and inclusivity within law enforcement among stakeholders, as they provide a clear roadmap for policy changes and cultural shifts that can create inclusivity and diversity in the law enforcement work environment.

Keywords: *Discrimination and harassment, law enforcement, career development, inclusivity and diversity*

I.   INTRODUCTION

The law enforcement workplace is often imagined as a collaborative microcosm devoid of discrimination and prejudice (Byrd, 2024). This is an ideal, but not usually a reality, especially for LGBTQ law enforcement officers who work within traditionally conservative and heteronormative contexts. These officers often face a workplace environment that does not always respect or assist them, leading to increased stress, job dissatisfaction, and limited career advancement (Charman & Bennett, 2022). Even though there have been significant societal strides toward inclusivity and acceptance. According to Brockenberry (2025), some LGBTQ officers struggle with substantial challenges around their gender identity and sexual orientation. These challenges negatively affect their health, job satisfaction, and ability to do unimpeded work without bias or fear of revealing their identities. Many officers feel pressure to conform to traditional standards and hide who they are, leaving them lonely and stressed. However, these individuals show incredible grit in the face of systemic obstacles that can hurt their career advancement, well-being, and connections within the agencies to which they belong. Their bravery and resilience in trying circumstances highlight an urgent and necessary demand for systemic change and the acknowledgment of different stories in law enforcement. This is not simply a matter of policy but of urgency and importance that cannot be overstated. We must understand the unique challenges LGBTQ officers face to foster empathy and awareness within law enforcement.

Moreover, this study delves into the multifaceted struggles and challenges experienced by LGBTQ law enforcement professionals. It pays close attention to how discrimination and harassment impact their professional lives and mental health. The study aims to spark critical discourse and engage stakeholders, decision-makers, agency leaders, and community advocates in creating and applying effective policies and practices. These measures promote more inclusive and equitable work opportunities for all individuals, regardless of sexual orientation and gender identity. However, addressing these deeply ingrained biases in law enforcement culture requires a sustained commitment and willingness to engage in difficult discussions about

structural change and equality. This transformative effort is essential for creating an environment where all voices are heard and valued. It represents the diversity, equity, and inclusion that should characterize modern policing, giving law enforcement agencies greater legitimacy and impact in the communities they serve.

I.   Problem Statement

This study focuses on the specific experiences of LGBT law enforcement officers who report harassment, discrimination, and homophobia in the law enforcement community. These officers work in a workplace that does not always respect or assist them, leading to increased stress, job dissatisfaction, and limited career advancement (Brockenberry, 2025). To create a more inclusive and equal workplace, it is crucial to understand the challenges associated with the law enforcement culture, where men are often perceived as privileged to enact justice. The research on visible disparities shows how these different factors impact results for LGBTQ, also highlighting that there are gaps in the current literature, highlighting the discriminatory nature of the workplace. By identifying these challenges, the study seeks to inform the creation of more inclusive and supportive workplaces, facilitating equitable treatment of all employees, regardless of their sexual orientation or gender identity.

II.   RESEARCH AND INTERVIEW QUESTIONS

The primary research question was: How do LGBT officers experience sexual harassment and gender discrimination in their workplaces?

To respond to this research question, six interview questions were used:

1.   Please provide us with a brief description of your career.
2.   How do you open yourself to your colleagues?
3.   How do you shift your gender orientation or identity? And why?
4.   How do you experience gender discrimination or harassment at work?
5.   How do you cope with harassment and discrimination in the workplace?
6.   What strategies do you use to conceal your gender identity or sexual orientation?
7.   What any additional information do you like to share regarding gender discrimination and sexual harassment?

III.   THEORETICAL FRAMEWORK

This study employs an analytical framework by examining the Status Inequality Theory, Queer Theory, and Feminist Theory to reference the heterosexist discrimination that the LGBTQ population can encounter from law enforcement within the workplace. Status Inequality Theory also demonstrates how existing and powerful social hierarchies, including power and normalization hierarchies embedded in organizations, may serve to marginalize and discriminate against LGBTQ officers, thus stymying their advancement and limiting their recognition at work (Brady, 2024). While gender and sexual orientation identity traditionally conform to strict binaries, Queer Theory problematizes such views. It examines how these constructs are socially constructed and how they manifest in workplace settings, especially in traditionally conservative and heteronormative professions such as law enforcement (Mogotsi et al., 2024). This theoretical perspective more realistically promotes questioning the fixed norms referenced from the cultural and gender roles, which are considered purely structural at the organizational level, giving rise to inclusive and gender-sensitive organizational processes. At the same time, Feminist Theory adds a layer to how the intersecting nature of different types of oppression can compound the effects of discrimination, particularly for LGBTQ law enforcement officers whose intersecting identities related to gender and sexual orientation may magnify another wave of barriers (Brockenberry, 2025). Collectively, these frameworks provide a holistic social commentary and critique on the structural and psychiatric impediments faced by LGBTQ officers, informing medical measures to encourage fairness and inclusion in law enforcement workplaces.

IV.   Literature Review

IV.1 Status Inequality Theory

Max Weber articulated the Status Inequality Theory in 1968 and outlined a key dimension of social stratification from the economic class and political power (Jia, 2024). Status Inequality Theory is characterized by social esteem and respect, uniquely influencing social relationships and life outcomes. Within law enforcement, this theory may elucidate the discrimination faced by LGBTQ officers. Lo (2024) argued that traditional gender norms that prioritize heteronormativity and rigid masculinity pose systemic barriers to LGBTQ individuals, resulting in unequal access to career advancement and professional recognition. Consequently, these inequities often compel LGBTQ officers to conceal their identities to achieve acceptance through cultural assimilation (Gono Jr et al., 2024).

Effectively addressing these challenges requires a systemic and equity-focused approach. This involves dismantling entrenched models, reinforcing hierarchical structures within law enforcement institutions, and

collaboratively developing systems to overcome these barriers. Such efforts aim to cultivate an inclusive and equitable environment for all officers, irrespective of their identities. Despite existing legal protections like expanded Title VII provisions, Melhem et al. (2024) discussed that informal practices and deeply rooted cultural norms within law enforcement often subvert these safeguards. This underscores the necessity of a cultural shift to truly protect queer-identifying individuals, as legal frameworks alone are insufficient without addressing ingrained biases.

Beyond prohibiting discrimination, embracing fairness should be a fundamental moral imperative for equity. This commitment is essential for ethical practice and establishing police departments that reflect community diversity and provide equitable promotion opportunities. Such initiatives can set important precedents, underscoring a genuine commitment to change and inspiring similar efforts in other sectors. By fostering diversity within their ranks and the communities they serve, law enforcement agencies can build trust and uphold the principles of equity and justice that form the foundation of their work.

IV.2 Queer Theory

Michel Foucault's 1976 work laid foundational ideas that have influenced the development of Queer Theory, which critiques societal definitions of gender and sexuality and highlights the power structures within everyday life (Merrydew, 2020). Behrent (2024) argued that Queer Theory challenges traditional binaries that deem heterosexuality and cisgender identities as norms. By examining gender and sexuality through this critical lens, Queer Theory calls for the creation of inclusive spaces that celebrate diverse identities, especially within institutions like law enforcement, which often perpetuate heteronormative family norms (Kuriakose & Iyer, 2020). Santos and Reyes (2023) highlighted the role of LGBTQ officers in challenging and reconstituting identities within these structures and resisting systemic bias. The framework critiques existing norms and envisions a policing culture that embraces authenticity and diversity.

Queer Theory advocates for the dismantling of institutional practices that marginalize non-heteronormative individuals in favor of policies and narratives that celebrate diverse identities. By questioning traditional policing structures, Queer Theory aims to foster a culture of inclusion and authenticity, re-envisioning law enforcement to encourage positive interactions with the community. This requires shifting from conventional norms to embrace a liberatory vision where diversity and individuality are appreciated. The theory posits that in doing so, law enforcement can improve its practices by fostering environments where all officers feel empowered to contribute meaningfully, enhancing the overall relationship between police and the communities they serve.

The incorporation of Queer Theory into law enforcement has the potential to transform the policing culture by promoting diversity and eliminating gender binaries that limit understanding. LGBTQ officers contribute valuable perspectives that can build trust and enhance community relations (Brown et al., 2022). Brown et al. (2022) added that creating supportive environments where authenticity is valued empowers officers and increases a department's cultural competency. By encouraging flexible and inclusive practices, Queer Theory may help law enforcement agencies adapt to the needs of a pluralistic society, ensuring their practices reflect and respect the diverse communities they serve. This shift towards embracing individual voices and experiences is vital for fostering an equitable and effective policing system.

IV.3 Feminist Theory

Feminist theory examines how gender, race, and class intersect to shape individual experiences and societal structures. This theory originated from the feminist movement in the late 19th and early 20th centuries. One of the foundational texts is Friedrich Engels' 1884 work, *The Origin of the Family, Private Property and the State*, which explores the historical development of women's societal roles (Carver, 2024).

In 1989, legal scholar Kimberlé Crenshaw introduced the concept of "intersectionality" in her essay "Demarginalizing the Intersection of Race and Sex," highlighting how overlapping social identities relate to systems of oppression and discrimination (Begum et al., 2024). In law enforcement, feminist theory has significantly influenced policies and practices. Deborah (2024) argued that by applying feminist legal perspectives, departments have developed more equitable approaches to issues such as domestic violence, sexual harassment, and discrimination. This includes recognizing the unique challenges women of color face within the justice system, as emphasized by intersectional analyses. For example, feminist critiques have led to the reevaluation of mandatory arrest policies in domestic violence cases, advocating for responses that consider the nuanced realities of victims' experiences.

Moreover, feminist theory has shed light on the underrepresentation of women in law enforcement leadership positions, prompting initiatives to increase diversity and promote inclusive practices within police forces. Davis (2024) argued that despite comprising approximately 13% of the U.S. law enforcement workforce, women account for only 3% of police chiefs, underscoring the need for systemic change. Embracing feminist

principles, law enforcement agencies can foster environments that value diverse perspectives, enhance community trust, and ensure that all individuals receive fair and just treatment under the law.

IV.4 Laws and Regulations

Federal, state, and local laws and regulations play an essential role in fighting against sexual orientation and gender identity discrimination in employment settings. The historic Bostock v. Clayton County decision extending Title VII protections stands out as one of those key moments in which society has rallied behind one another, committing themselves and others to these progressive efforts (Scout, 2024). It was a game-changer in the movement for equal rights for LGBTQ people, a massive step toward affording LGBTQ people the same protections under civil rights laws as anyone else. The effectiveness of this legal framework only works when these policies are applied symbolically and kept in line with deliberately inclusive practices to promote diversity and equality. It necessitates organizations to take realistic steps to integrate the essence of these legal provisions into operating procedures and organizational cultures and turn statutes into reality.

Despite these developments, work remains to ensure fully inclusive work environments that reflect the legislative goals motivating these protections (Moreno et al., 2020). Van Tonder et al. (2024) argued that a significant barrier to those (and even the most progressive legislation) is, exactly, cultural issues and entrenched attitudes that make any juridical effort irrelevant. In particular, law enforcement agencies must go beyond minimizing legal risk and create a workplace culture where diversity is intentionally cultivated. All forms of discrimination are aggressively fought. Jaman et al. (2022) stated that policies that clearly define anti-discrimination guidelines alongside accountability processes that guarantee adherence to inclusive goals are part and parcel of implementation that must be compelled. Fully embracing such standards, those agencies comply with the law while serving as exemplars for other public agencies striving for absolute equality and inclusion. These actions reinforce their moral imperative and underscore their ability to set a societal standard of acceptance and diversity. Implementing legislation in their workplace experiences actively creates equality and justice, leading to profound reform at the heart of organizational cultures, and radiating outward into various industries and communities such as law enforcement workplaces.

IV.5 LGBTQ Communities

When the life of LGBTQ law enforcement officers is examined, the integration of personal, private, and social results significantly influences their workplace experiences. According to Nixon (2021), most of these officers report the problematic experience of leading a dual life, trying to balance their true selves and expectations to comply with heteronormative standards that prevail in professional roles. Hasyim and Bakri (2025) opined that such a disconnection creates significant psychological and emotional stress on officers, curtailing their ability to fully engage with their duties and colleagues and negatively impacting their overall well-being and job satisfaction. Marisa et al. (2024) opined that the psychological burden of "living" in two different worlds can lead to elevated levels of anxiety and burnout, indicating the necessity for systemic changes that may enable officers to reconcile their personal and professional lives.

Moreover, fortunately, as society becomes more aware of and tolerant of various identities, the second is that there can be encouragement and some signs that law enforcement is beginning to appreciate and recognize the unique value that LGBTQ officers bring to the job. Inclusion cannot be just good practice; it must be a strategy that seeks to broaden the engagement and trust of communities. Thus, in establishing such standards, departments not only do their job to protect and serve all community members but also set a powerful example around the organizational culture within law enforcement (Police Chief Magazine, 2022). Such developments highlight the continued need for advocacy and research to support the LGBTQ officer community in overcoming barriers to ensure they achieve their full potential in the profession. While trite, the police services that take this advice will have a fairer and more functional workplace for their officers and, ultimately, contribute to a society that respects and values everyone regardless of sexual preference and gender identity. With these initiatives, the law enforcement community can be closer to a future in which equality and justice are not only the goals it strives for but also one that reflects the diversity of the communities it serves

IV.6 Law Enforcement Workplace

A law enforcement workplace is a work environment that fosters fairness, diversity, and inclusivity. It has become essential for building trust and legitimacy within local communities. Modise (2024) attested that multiple police forces bring many perspectives, skills, and experiences, including promoting problem-solving and cultural diversity. This diversity enables officers to be more open and communicate effectively with internal and external partners or customers from various backgrounds, origins, races, religions, and genders. This leads to improved community cooperation to promote positive social change.

Fairness in law enforcement involves treating all individuals justly and ensuring equal protection under the law without bias or discrimination. Many studies have explained that when officers handle situations

impartially, they gain greater cooperation from the public, which is crucial for effective policing (Modise, 2024; Police Chief Magazine, 2022; Scout, 2024). Implementing comprehensive diversity training and establishing clear policies against discriminatory practices are vital steps toward achieving a fair and just policing environment.

Moreover, inclusivity within police departments enhances internal dynamics and positively impacts community interactions. Per Davis (2024), officers feel valued and empowered; they are more motivated and engaged, leading to better job performance and morale. Additionally, community members are more likely to trust and collaborate with law enforcement agencies that reflect their diversity and uphold principles of fairness and equality. This mutual respect fosters safer and more cohesive communities.

V.   Methodology and Design
V. 1 Methodology
The qualitative method of the study consists of semi-structured interviews with 11 LGBTQ law enforcement officers who have been directly involved with workplace discrimination and harassment. This methodological decision is crucial for gathering rich, detailed narratives that offer insight into the multi-dimensional challenges faced by these officers (Brockenberry, 2025). Focusing on the narratives of the afflicted not only seeks to validate their experiences but also aims to provide insights into the personal and professional ways people manage emotional and psychological scars associated with their sexual orientation or gender identity. This semi-structured interview enables free and frank exposure and encourages participants to engage in significant areas of interest aligned with the research framework. This approach study did not use quantitative or mixed methods because it focuses on numerical data, which does not align with this study (Pregoner, 2024). Moreover, the qualitative methodology creates a comfortable space for participants to express their experiences in their language, ultimately revealing systemic challenges instead of only focusing on these as unique occurrences. Using this approach, this research not only provides insight into how those both directly and indirectly affected by culture feel about their workplace; this case illustrates an important step that can be taken to help achieve workplaces that are more dynamic, inclusive, and equitable.

V. 2 Design
This study utilizes a qualitative research design organized around phenomenology to extract rich details from LGBTQ law enforcement officers. As highlighted by Flores (2025), phenomenology is particularly well-suited to capturing subtle, personal accounts by individuals as they negotiate environments steeped in rigid gender norms. This kind of approach not only sheds light on the complex challenges that LGBTQ officers deal with but also provides a richer account of what it is like to be LGBTQ in a world that inherently pressures LGBTQ people to conform and assimilate. Utilizing phenomenology, the researchers here hope to explore the lives of these officers in a way that allows the unique voices to rise, informing conversations over systemic reform and cultural change in law enforcement. Other designs, such as case studies, grounded theory, narrative, and ethnography, were not aligned with this study. The phenomenological approach enables a closer examination of the lived experiences of LGBTQ law enforcement officials, drawing to light the challenges they encounter and how officers cope with adversity. The research aims to expose the complex dynamics of identity versus role within such a conservative culture by allowing the officers to choose what to share,   when, and where to share it, allowing them to take the lead in what is framed. By focusing on lived experiences, this approach illuminates the emotional and psychological landscapes these officers navigate, which now forms the basis of new ways of thinking about the policies and training programs designed for them in the future and how policies and training programs might be expanded to better connect with the realities faced by officers on the ground. Ultimately, this means creating a fruitful discussion about diversity and inclusion in law enforcement, supporting systemic change that values the wide human variety.

V.   DATA COLLECTION
Data collection occurred via meticulously planned telephone interviews, which protected participants' privacy and provided an environment to discuss sensitive issues. Sessions, with a maximum duration of 60 min, also enabled an in-depth assessment of participant experiences without exposing them to undue pressure or time constraints. This approach to data collection aimed to deal with real people who experienced the phenomenon, prioritizing confidentiality and creating an environment where participants could feel comfortable sharing personal accounts of discrimination and harassment. By using telephone interviews, the study also skillfully traversed logistical challenges, though care was taken that the participants could speak within a safe and secure environment. This approach was selected not only for its convenience and accessibility but also to encourage frank discussion. Using telephone interviews, informants could express their narratives without the visual

pressure of face-to-face discussions and, as a result, better exchange. For data triangulation, additional information such as police reports and public information was collected to increase research credibility.

VI.   DATA ANALYSIS

The NVivo tool was used to organize and analyze data. Thematic analysis was also used for searching for recurrent themes, including experiences of discrimination or harassment based on sexuality, coping strategies used, emotions about coming out, and impacts on career pathways. This is, of course, over many months and thousands of pages of documents. However, this systematic method enabled a holistic view of the choices, motivations, and factors that constrained and shaped these officers' lives and careers. Such a thematic analysis allowed us to make meaningful conclusions and recommendations for future practice and policy developments by law enforcement. Also, the thematic analysis adopted an organized approach of recognizing repeating possibilities concerning the constructions vital for grappling with the realities experienced by LGBTQ law enforcement officers. Through months of analyzing data reams, it illuminated not only widespread conditions of discrimination and harassment but also novel coping strategies and the psychological burden of choosing to come out.

VII.   RESULTS

Findings from the study showed that most participants had faced some form of discrimination or harassment in the workplace, showing how pervasively ingrained such issues exist in law enforcement environments. The findings' themes were (a) gender discrimination, (b) emotional feeling, and (c) psychological challenges. Examples illustrate that LGBTQ officers adopted mitigation strategies to manage their work personalities by finding support among trusted colleagues and networks, both internal and external to police services. The effect of all participants' decisions to come out at work on their careers was kaleidoscopic; in some cases, it was positively transformative, and in others, it was negatively constraining. Indeed, such perspectives underscore the complex relationship between one's expression of their identity and career advancement. In addition, the findings have important implications for the factors that (micro)enable or (macro)disrupt LGBTQ officers' careers and underscore the lack of (re)affirmative role of workplace policies and cultures in recognizing Diversity Equity, and Inclusion DEI (Mennicke et al., 2018). Notably, emphasizing these factors has encouraged implementing systematic strategies and initiatives allowing for inclusiveness and equal opportunities within its law enforcement agencies. Such methods ameliorate the general well-being of a specific police constable and build an incorporated organizational ethos for diversity and inclusion as imperatives for the organization.

However, the study's findings shed light on how discrimination and harassment are deeply entrenched in law enforcement and underscore the need for systemic changes to facilitate LGBTQ officers' success. All participants were not interested in losing the ability to thrive in their professional environments. So, they relied on trusted networks that helped them carve out safe spaces to engage in actual identity. This dependence on internal and outside support systems reflects the active measures officers take to offset negative experiences in the workplace. Coming out at work became a complex and multifaceted factor influencing career trajectories, resulting in both empowering and limiting outcomes. These insights illuminate the complex relationship between authentic self-expression and systematic growth. The study highlights the pressing need for law enforcement agencies to implement and enforce robust Diversity, Equity, and Inclusion (DEI) policies to recognize and address these challenges. By fostering a supportive and affirming workplace culture, agencies will improve individual health and wellness and the organization's productivity, as all officers will be better able to thrive.

VIII.   CONCLUSION AND RECOMMENDATIONS

The research results highlight an immediate need for law enforcement agencies to adopt strategies targeted at discrimination reduction and meeting the needs of LGBTQ officers, prioritizing the establishment of inclusive workplace cultures, and the importance of continued education and training initiatives to raise awareness and foster understanding amongst all personnel. An anonymous reporting system and detailed anti-discrimination and anti-harassment procedures are necessary to create strong accountability structures in the organization and ensure they cascade down and permeate all levels. By addressing these issues and taking steps toward increased initiatives ahead of time, law enforcement agencies can create an environment where LGBTQ officers not only feel secure but also flourish and contribute to the department. These efforts, in turn, raise the quality of work and the profession's stature, fostering respect, equality, and civic engagement. These steps will help us envision the bright future of diverse law enforcement, and the diversity in that officer's identity is valued and supported.

REFERENCES

[1]. Begum, A., Amin, R., Nath, H., Nath, D., Paul, M., & Khatun, M. (2024). Intersectionality of Gender with Race, Class, and Ethnicity and its Impact on Economic Development: A Complex and Multi-Layered Framework. *Library of Progress-Library Science, Information Technology & Computer*, *44*(3).

[2]. Behrent, M. C. (2024). Michel Foucault's Influence on the History of Sexuality. *The Cambridge World History of Sexualities: Volume 1, General Overviews*, 9.

[3]. Brady, R. D. (2024). *A Critical Evaluation of the Pink Plateau Experienced by Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Business Leaders* (Doctoral dissertation, University of Huddersfield).

[4]. Brockenberry, R. (2025). *Qualitative Study of Sexual Orientation in Law Enforcement* (Doctoral dissertation, Walden University).

[5]. Byrd, M. Y. (2024). From Racism to Racial Terror. In *The Palgrave Handbook of Antiracism in Human Resource Development* (pp. 91-106). Cham: Springer International Publishing.

[6]. Carver, T. (2024). *Engels: Men behaving naturally. In Men in political theory* (pp. 227-251). Manchester University Press.

[7]. Charman, S., & Bennett, S. (2022). Voluntary resignations from the police service: the impact of organizational and occupational stressors on organizational commitment. *Policing and Society*, *32*(2), 159-178.

[8]. Davis, J. A. (2024). Exploring Women's Experiences in State Law Enforcement: Resistance, Persistence, and Acceptance (Doctoral dissertation, The Ohio State University).

[9]. Deborah, A. O. A. (2024). EMPOWERING JUSTICE: THE INTERSECTION OF FEMINIST THEORIES AND LEGAL RESEARCH. *African Journal of Law, Ethics and Education (ISSN: 2756-6870)*, *6*(1).

[10]. Flores, C. (2025). A Qualitative Phenomenological Study of Military Veterans' Lived Experiences with the Cultural Transition Process: Navigating from the Military Culture to Civilian Life.

[11]. Gono Jr, E. R., Villaluz, V. G., Niala, C. M. A., & Libante, K. A. (2024). FIGHTING FOR THEIR PLACE IN BRAVE SPACES: UNCOVERING THE TRAVAILS OF THE CLOSETED POLICE OFFICERS. *European Journal of Social Sciences Studies*, *9*(5).

[12]. Hasyim, H., & Bakri, M. (2025). Work-Life Imbalance: Its Impact on Employee Motivation and Well-Being. *Economics and Digital Business Review*, *6*(1).

[13]. Jaman, S. H, Kevin C. J., & Luamba, D. S. (2022), Impacts of Employee Engagement and Workforce Productivity on Retail Companies. *IJBMR 10(1),* 6-18. DOI: 10.37391/IJBMR.100102

[14]. Jia, X. (2024). Inequality and Social Class in Contemporary China: A Critical Review and Future Directions. *East Asia*, 1-27.

[15]. Kuriakose, F. & Lyer, D. (2020). LGBT rights and theoretical perspectives. Oxford: Oxford Research Encyclopedia of Politics.doi.org/10.1093/acrefore/9780190228637.013.129

[16]. LO, I. P. Y. (2024). Understanding Relational Selfhood, Heteronormativity, and Homonormativity in Young LGBTQ+ People's Career Planning in the Era of Diversity and Inclusion. In *Interdisciplinary Research on Healthcare and Social Service: Chinese and Cross-Cultural Perspectives* (pp. 149-162). Cham: Springer Nature Switzerland.

[17]. Marisa B., Luamba, D. S., Chagadama, J., Kevin C. J., Juana L. P. (2024), Perceptions of Sexual Harassment Training in the Marine Corps. IJBMR 12(4), 75-80. DOI: 10.37391/IJBMR.120401

[18]. Melhem, M. J., Darwish, T. K., Wood, G., & Abushaikha, I. (2024). Managing upward and downward through informal networks in Jordan: The contested terrain of performance management. *Human Resource Management*, *63*(5), 735-754.

[19]. Modise, J. M. (2024). The Role of Leadership Training in Developing Effective Police Supervisors. *International Journal of Innovative Science and Research Technology (IJISRT)*, 3128-3144.

[20]. Mennicke, A., Gromer, J., Oehme, K., & MacConnie, L. (2018). Workplace experiences of gay and lesbian criminal justice officers in the United States: a qualitative investigation of officers attending an LGBT law enforcement conference. *Policing & Society, 28*(6), 712–729.

[21]. Merrydew, A. (2020). Reflecting (On) the Body: Trans Self-Representation and Resistance in the Poetry of Ely Shipley. *Comparative American Studies, 17*(1), 58–72.

[22]. Mogotsi, I., Otchere, Y. O., Botchway, I., Muthoni, Y., Gariseb, R., & Ramalepe, L. M. (2024). Psychosocial correlates of LGBTIQ+ experiences in selected African countries: Reimagining LGBTIQ+ research. *Journal of Social Issues*, *80*(3), 1079-1111.

[23]. Moreno, A., Ardila, R., Zervoulis, K., Nel, J. A., Light, E., & Chamberland, L. (2020). Cross-cultural perspectives of LGBTQ psychology from five countries: current state and recommendations. *Psychology & Sexuality, 11*(1-2), 5-31

[24]. Nixon, T. T. (2021). Pride in policing: Perspectives of LGBTQ police officers (Doctoral dissertation, The University of Alabama at Birmingham)

[25]. Police Chief Magazine (2022). Serving in silence: The quest for LGBTQ acceptance within law enforcement.

[26]. Pregoner, J. D. (2024). Research approaches in education: A quantitative, qualitative and mixed methods comparison. *IMCC Journal of Science*, *4*(2), 31-36.

[27]. SCOUT, Z. (2024). TRANS ERASURE, INTERSEX MANIPULATION: THE FIRST AMENDMENT AND OTHER REFLECTIONS FROM WOMEN IN STRUGGLE V. BAIN. *Harvard Journal of Law & Gender*, *47*.

[28]. Van Tonder, R., Brown, J. C., Surmon, S., Viviers, P., Kraak, W., Stokes, K. A., ... & Badenhorst, M. (2024). Stakeholder perceptions of a tackle law variation to reduce concussion incidence in community rugby union: a qualitative study. *International Journal of Sports Science & Coaching*, *19*(4), 1531-1545.

[1]**Dr. Ruby Brockenberry,**
Walden University, Qualitative Study of Sexual Orientation in Law Enforcement;
Doctor of Philosophy, Criminal Justice, 2025