

PAR

**PUBLIC
ADMINISTRATION
REVIEW**

Designing Public Participation Processes

Social and Political Consequences of Administrative Corruption

No Solutions, Only Trade-Offs? Evidence about Goal Conflict in Street-Level Bureaucracies

Experimental Evidence on the Relationship between Public Service Motivation and Job Performance

Local E-Government in the United States: Transformation or Incremental Change?

5

6

3



*Advancing excellence
in public service . . .*

3 Thank You and Welcome Aboard!

PERSPECTIVE

6 Standing Together Against Poverty

Tavis Smiley

8 Rethinking the Role of the Profession on Public Sector Compensation

Thom Reilly

10 Public Administration as Its Own Steward in Times of Partisan Deadlock and Fiscal Stress

Charles T. Goodsell

ARTICLES

12 PUBLIC ADMINISTRATION AND THE DISCIPLINES

Bradley E. Wright, Editor

Evolutionary Psychology: A Fresh Perspective for Understanding and Changing Problematic Behavior

Joshua M. Tybur and Vidas Griskevicius

23 THEORY TO PRACTICE

Donald P. Moynihan, Editor

Designing Public Participation Processes

John M. Bryson, Kathryn S. Quick, Carissa Schively Slotterback, and Barbara C. Crosby

34 Commentary: In Search of the Secret Public Participation Recipe

Suzanne M. Schulz

36 Commentary: Public Engagers and the Political Craft of Participatory Policy Making

Oliver Escobar

38 Beating the Clock: Strategic Management under the Threat of Direct Democracy

Todd L. Ely and Benoy Jacob

48 Commentary: Should Democracy Be Direct?

Bob Stripling

50 Faster? Cheaper? Better? Using ADR to Resolve Federal Sector EEO Complaints

Tina Nabatchi and Anya Stanger

61 Commentary: ADR: Faster, Cheaper, Better – and Not Just for EEO Complaints

Cindy Mazur

63 Making Connections: Performance Regimes and Extreme Events

Ann O'M. Bowman and Bryan M. Parsons

74 Unionization and Work Attitudes: How Union Commitment Influences Public Sector Job Satisfaction

Randall S. Davis

85 Social and Political Consequences of Administrative Corruption: A Study of Public Perceptions in Spain

Manuel Villoria, Gregg G. Van Ryzin, and Cecilia F. Lavena

95 Commentary: Spain: Corruption, Weak Institutionalization, Unfinished Democratization

Francisco Cardona

97 Place, Time, and Philanthropy: Exploring Geographic Mobility and Philanthropic Engagement

Richard M. Clerkin, Laurie E. Paarlberg, Robert K. Christensen, Rebecca A. Nesbit, and Mary Tschirhart

107 Commentary: Enriching Avenues of Philanthropic Engagement for All

Jo Ann Jenkins



- 109 Race, Gender, and Government Contracting: Different Explanations or New Prospects for Theory?**
Sergio Fernandez, Deanna Malatesta, and Craig R. Smith
- 121 Personnel Constraints in Public Organizations: The Impact of Reward and Punishment on Organizational Performance**
Gene A. Brewer and Richard M. Walker
- 132 No Solutions, Only Trade-Offs? Evidence about Goal Conflict in Street-Level Bureaucracies**
William G. Resh and David W. Pitts
- 143 Experimental Evidence on the Relationship between Public Service Motivation and Job Performance**
Nicola Bellé
- 153 Commentary: Communicating and Modeling Public Service to Direct Employee Behavior**
Miguel I. Figuerola
- 154 Internal versus External Social Capital and the Success of Community Initiatives: A Case of Self-Organizing Collaborative Governance in Nepal**
Manoj K. Shrestha
- 165 Local E-Government in the United States: Transformation or Incremental Change?**
Donald F. Norris and Christopher G. Reddick
- 176 Commentary: E-Gov: Will the Real "Cyber-Optimists" Please Stand Up?**
Elliot Schlanger
- 178 ADMINISTRATIVE PROFILE**
Anne M. Khademian, Editor
- Shaping Public Corporation Leadership in a Turbulent Environment**
Sung Deuk Hahm, Kwangho Jung, and M. Jae Moon

BOOK REVIEWS

Sonia M. Ospina and Rogan Kersh, Editors

- 188 President Lincoln, the Civil War, and the Dawn of Gender Representation in the U.S. Federal Bureaucracy**
Spencer P. Burns and Mark D. Bradbury
Book reviewed: *Ladies and Gentlemen of the Civil Service: Middle-Class Workers in Victorian America*, by Cindy S. Aron (1987)
- 190 To Collaborate or Not: That Is the Question**
Harish P. Jagannath
Book reviewed: *Collaborative Governance: Private Roles for Public Goals in Turbulent Times*, by John D. Donahue and Richard J. Zeckhauser (2011)
- 193 Unraveling the Public Policy Maze**
Andrea Ciambra
Book reviewed: *Public Policy: A New Introduction*, by Christoph Knill and Jale Tosun (2012)
- 197 The Nonprofit Sector: Comments on Recent Scholarly Contributions**
Saleh Alhumaid
Books reviewed: *On Being Nonprofit: A Conceptual and Policy Primer*, by Peter Frumkin (2002); *The Nature of the Nonprofit Sector, 2nd ed.*, by J. Steven Ott and Lisa A. Dicke (2011); *Understanding Nonprofit Organizations: Governance, Leadership, and Management, 2nd ed.*, by J. Steven Ott and Lisa A. Dicke (2011)
- 203 Addressing Democratic and Citizenship Deficits: Lessons from Civil Society?**
Jennifer Dodge
Book reviewed: *New Participatory Dimension in Civil Society: Professionalization and Individualized Collective Action*, edited by Jan W. van Deth and William A. Maloney (2012)
- 206 Mater Asia**
Demetrios Argyriades
Books reviewed: *Public Administration and Public Governance in ASEAN Member Countries and Korea*, edited by Pan Suk Kim (2009); *Civil Service System and Civil Service Reform in ASEAN Member Countries and Korea*, edited by Pan Suk Kim (2010); *Public Sector Reform in ASEAN Member Countries and Korea*, edited by Pan Suk Kim (2011)
- 211 Cities as New Institutional Conduits for Public Diplomacy**
Heidi Jane M. Smith
Book reviewed: *Cities and Global Governance: New Sites for International Relations*, edited by Mark Amen, Noah J. Toly, Patricia L. McCarney, and Klaus Segbers (2011)