

## Public Performance and Management Review (PPMR) Special Issue

**Special Issue Title:** Having our cake and eating it too: Exploring the links between fairness and performance

**Special Issue Editors:**

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**Special Issue Aims and Scope:**

Can government operate in a manner that exhibits both high procedural and distributive fairness and high performance? We often present fairness and performance as a tradeoff: fair procedures and inclusion take time and may not result in the most streamlined or cost efficient 'solutions' but they may serve to build buy-in and increase the degree to which government decisions are viewed as legitimate.

The goal of this special issue is to empirically evaluate the relationship between fairness and performance. Indeed, research in psychology on organizational justice is increasingly finding that we can both treat people with fairness and realize high performance at the same time. For example procedural and interactional justice have been shown to improve individual job and task performance, increase organizational citizenship behaviors, and reduce counterproductive workplace behaviors (Masterson et al 2000; Colquitt et al 2013; Blader and Tyler 2009; Hassan 2013; Potipiroon and Faerman 2016; Rubin and Kellough 2012; Rubin and Kang 2022). However, it remains to be seen which forms of fairness have bigger effects on performance and under what conditions. This is particularly important given that fairness and performance each encompass various domains and dimensions, and their meanings are influenced by different cultural, social, and organizational contexts.

We welcome papers for this special issue exploring the fairness-performance connection that are empirical or theory-building, and quantitative or qualitative. The conception of fairness should be theoretically informed, and explorations at the micro-, meso-, or macro-level are welcome.

Research questions that connect fairness and performance to other public administration concepts are also welcome, including but not limited to:

- How do administrative burdens impact the public's perceptions of procedural or distributive justice of government actors, and in turn how does that impact the public's behavior, such as applications for grants or benefits programs?
- Do fairness perceptions of accountability forums impact levels of felt accountability, and how does this impact the behavior of actors?
- Is the public more willing to co-produce with government officials when they perceive distributive justice, procedural justice, or interpersonal justice? Which form of justice inspires the stronger cooperative response?
- Does fair treatment serve as a job resource that improves levels of engagement, and thus improve employee performance?
- Do perceptions of fairness mediate the degree to which diversity management programs impact organizational performance?
- Do levels of red tape mediate the association between high procedural fairness and performance?

**Key dates:** 1-page proposals due August 1, notifications provided by September 1, and full manuscripts due January 15, 2025. Inquiries and proposals should be directed to [erubin@albany.edu](mailto:erubin@albany.edu) and/or [kaifengy@newark.rutgers.edu](mailto:kaifengy@newark.rutgers.edu)

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