

Editor's Introduction: Shedding Light on Overlooked and Understudied Populations

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In this new issue of *Journal of Public and Nonprofit Affairs*, we offer a collection of *Research Articles* focused on the impact of federal employment policies, efforts to enhance diversity, equity, and inclusion (DEI), and the continued impacts felt by the COVID-19 pandemic on populations that are often overlooked and understudied. Our *Social Equity* article examines social media responses by the professional sports industry calling for political action on gun control after the massacre at Robb Elementary School in Uvalde, Texas. In addition, we offer a *Book Review* of an important contribution to understanding federal policymaking and how the economic-based values and priorities of efficiency have permeated and shaped such policy discussions over time.

First, at a time when public sector employment is seen by many as a less desirable career option, Hur (2022) offers an important assessment of the impact of various workplace characteristics on the turnover intention of females in the U.S. federal workforce. Through a more comprehensive examination compared to prior studies, the author finds that the turnover intention of female employees is motivated by factors that are different from their male counterparts. Specifically, female turnover intention is most influenced by opportunities for growth and upward mobility and much less so by feelings of being valued or coworker camaraderie. As such, the author provides useful advice for human resource policies that might be implemented to avoid unwanted voluntary turnover among female employees in federal public service.

Also, in their examination of federal employment, Clark et al. (2022) explain how policy changes and public opinion regarding LGBTQ+ are placing greater obligation on employers to be more inclusive of sexual and gender minorities within the organizational culture to improve the workplace experiences of such individuals. The authors use multilevel analysis to examine the influence of federal employees' perceptions of inclusivity at the agency, supervisory, and work unit levels on their overall job satisfaction. Based on their findings, the authors offer important solutions for developing a more inclusive organizational culture to improve job satisfaction among LGBTQ+ employees.

In recognition of the increasing prevalence of calls for philanthropic foundations to enhance diversity, equity, inclusion, and justice through their funding practices and network associations, Paarlberg et al. (2022) examine several philanthropic critiques and structural limitations of foundations in producing lasting changes. The authors reveal the primary obstacle to advancing equity and justice in institutional philanthropy is a lack of consensus among academics and practitioners on the meanings of core concepts and their implications for practice. To help overcome this challenge, the authors propose a framework that

transcends disciplines and has the potential to unite the currently fragmented literature across several subfields.

Continuing with the theme of pursuing desirable social goals through economic activity, Ma et al. (2022) provide an assessment of social enterprises in Hong Kong to determine whether cross-sector collaboration can help build legitimacy that is necessary for sustainable development. Specifically, the authors examine the institutional pressures threatening social enterprises in their legitimacy building efforts, how such enterprises respond to these pressures, and the role of cross-sector support in achieving these goals. Using surveys and in-depth interviews that examine venture capital, operational, and promotional types of cross-sector collaboration, the authors suggest a metagovernance approach might help to better achieve both goals of social legitimacy and financial sustainability.

The differential impacts of the COVID-19 pandemic on non-White and lower income communities are well documented; however, much less attention has been paid to border communities and the impact of the pandemic on organizations with missions to assist individuals within these communities. To fill this gap in the literature, Shi (2022) examines nonprofit organizations serving populations at the U.S.–Mexico border. Based on resource dependency theory and the nonprofit capacity building framework, the author uses survey findings to reveal that the most affected nonprofits are those with relatively little reliance on government support, low leadership, and less operational capacity. In addition, such organizations are more closely tied to these communities but are faced with great challenges to meet increasing demand from these vulnerable populations with the limited resources at their disposal.

Also focusing on organizations primarily serving immigrant populations, Chand et al. (2022) examines the role of such organizations in shaping the policy decisions of local sheriff offices. Through a national survey of sheriff offices across the U.S., the authors empirically investigate the extent to which the presence of immigrant-serving organizations providing pro bono legal aid in immigration court help to predict sheriff office cooperation with Immigration and Customs Enforcement (ICE), particularly related to sanctuary policies. Their findings suggest fewer background checks submitted to ICE from county jails because of the important work of these legal-aid nonprofits.

In this issue's *Social Equity* section, Thomas and Levine Daniel (2022) evaluate several factors contributing to the coalescence of social media responses by the professional sports industry calling for political action on gun control after a gunman killed 19 students and two teachers at Robb Elementary School in Uvalde, Texas. Within the context of public administration scholarship that highlights the roles of athletes as social constructors who influence the administrative state, the authors describe the usefulness of prominent athletes and sports teams in using their voices to promote action on policy issues with relatively widespread consensus like having at least some measure of gun control in the U.S. In doing so, the authors support the efforts of such actors to speak on social equity causes as they seek changes to the administrative and policy landscapes.

Finally, in her review of the book, *Thinking Like an Economist: How Efficiency Replaced Equality in U.S. Public Policy*, by Berman (2022), Golembeski (2022) evaluates an important contribution to understanding federal policymaking and how the economic-based values and priorities of efficiency have permeated and shaped such policy discussions. Golembeski (2022) describes the comprehensive data collection undertaken by the book's author and how the author builds upon prior research in explaining the progression of policy design and implementation over several decades. Through promotion of an interdisciplinary perspective, Golembeski (2022) asserts the book is invaluable to expand our understanding of the role of economists in shaping policy discourse, as well as the limitations such a perspective poses for governance.

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