
Abstract: Studies of organizations with limited capacity operating in uncertain environments and hit by crises can contribute important insights into public administration. Based on a large-N quantitative analysis of U.S. nursing homes, which became ground zero of the COVID-19 pandemic, this project examines the effect of government regulation, ownership, and several distinct management strategies on organizational capacity to curb the threats posed by the pandemic. Using hybrid datasets including nursing home data, administrator surveys, COVID-19 outcome data, a COVID-19 regulatory stringency index, and U.S. Census Bureau data, our analysis show that restrictive COVID-19 state government policies and public/nonprofit ownership help minimize environmental threats and reduce COVID-19 impacts. Yet, the management strategies – external management, innovation management, distributive leadership, and regulation management – have only modest effects on COVID-19 outcomes. Additional qualitative interviews of nursing home administrators further inform our understanding of how organizations operate at the margins and the impact of management on outcomes during a crisis.

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Social Sciences Building | Room 311