BRAD D. SMITH
SCHOOLS OF BUSINESS

Third Annual

MARSHALL BUSINESS RESEARCH CONFERENCE

Friday, November 4, 2022

Featuring the Dean's Distinguished Speaker

Monika Sawhney, Ph.D.

Associate Professor, Public Health Sciences, University of North Carolina at Charlotte

WELCOME MESSAGE

Avinandan Mukherjee, Ph.D.

Provost and Senior V.P. of Academic Affairs, Marshall University
Professor of Marketing, Lewis College of Business, Brad D. Smith Schools of Business, Marshall University

Welcome to the third annual Marshall Business Research Conference offered by the Lewis College of Business, Brad D. Smith Schools of Business at Marshall University. This conference evolved from our Faculty Research Day that we started in fall 2017 and have organized every semester since. Two years ago, our Research Day went beyond our college and beyond Marshall partly because of its virtual format that helped invited speakers to present from several US states and even foreign countries. This year celebrates our third annual research conference. In this research conference, we have 37 research presentations making up four tracks. We have an especially eclectic group of presenters representing 8 countries, 4 continents, 14 states, and 32 universities and institutions. By being an annual fall conference open to the world, this conference helps foster business research and share new business ideas with the global academic and business community. I would like to thank alumnus Jim Datin, former president and chief executive officer of BioAgilytix, for his generous donation that supports the best paper awards. Continuing support like Mr. Datin's is an important ingredient for incentivizing and funding faculty scholarship and ultimately helps the college achieve its mission.

The Marshall Business Research Conference is a gathering where researchers come and share their latest ideas and discovery in an environment that is marked by collegiality and homophily. The environment is supportive, the format is informal, the discussion is lively, and the feedback is constructive. The hope is authors will use this experience to fine-tune their work before publishing, and attendees will provide constructive feedback to colleagues to better position their research, and to identify areas of mutual interest and possibilities of collaboration.

Mark your calendars for the Marshall Business Research Conference next November 3, 2023!!

Alberto Coustasse, Dr.PH, MD

Professor of Health Care Administration, Marshall University
Research Committee & Conference Chair

The Research and Scholarly Activities Committee at the Lewis College of Business is proud to host the Marshall Business Research Conference as a forum to discuss applied business research that makes an impact on practice and the community. As you will see from the presentations, researchers have addressed important practical implications of various aspects of business, healthcare, the economy, and technology. The collaborations, lively interactions, and constructive feedback make this conference special. Thanks to all who have made this conference possible including the presenters, the program committee, the session chairs, and the judges. Thanks also go to Kasun Wijayagurusinghe, from Marshall University, who prepared the conference proceedings.

Program Committee and Session Chairs

- Peter Hilsenrath, Professor Emeritus, University of the Pacific
- Mohammad Karim, Associate Professor, Marshall University
- Ray Keener, Associate Professor, Marshall University
- Nancy Lankton, Professor, Marshall University
- Doohee Lee Professor, Marshall University
- Neeru Malhotra, Associate Research Director, University of Essex
- Robin McCutcheon, Professor, Marshall University
- Tom Norton, Assistant Professor, Marshall University
- Lei Ouyang, Assistant Professor, Marshall University
- Jungsun Ryu, Assistant Professor, Marshall University
- Jingran Zhang, Assistant Professor, Marshall University

Conference Judges

Each year, a group of qualified business and academic leaders judge the paper presentations for theoretical and practical contribution, methodology and study design, and visual and verbal quality. Monetary awards are given for the highest scores in a variety of categories including best paper-business track, best paper-health care track, and best paper -overall. We thank all our judges and congratulate all presenters for their high quality work

- Pete Andersen, Cerner Integration Architect, Charleston Area Medical Center
- John Biros, Executive in Residence, Lewis College of Business, Marshall University
- Robert Bookwalter, Dean of the College of Liberal Arts, Marshall University
- Monica Garcia Brooks, Dean of University Libraries, Marshall University
- Adam Cremeans, Director of Enterprise Clinical Applications, Marshall Health
- Philippe Georgel, Professor Biological Sciences, Marshall University
- Dennis Lee, Chief Information Officer, Cabell Huntington Hospital
- Melissa Mielcarek, Executive Director, Cardiovascular Service Line, St. Mary's Medical Center
- Naz Onel, Associate Professor of Business Studies at Stockton University
- Michael Prewitt, Dean of the College of Health Profession, Marshall University
- Abby Reale, Director of Advocacy, Mountain Health Network
- Michael Robie, Associate Chief Medical Officer, Charleston Area Medical Center
- Chris Schafer, Population Health Data Analyst, Marshall Health
- Umair Shariff, Senior Integration Analyst, DaVita
- Deepak Subedi, Department Chair, Professor of Management, Marshall University
- John Frederick Tripp, Assistant Professor, Clemson University
- Kate Walther, IT Program Manager- Regulatory, Charleston Area Medical Center
- Kasun Wijayagurusinghe, Graduate Student, Marshall University
- Dorian Williams, Assistant Vice President Operations, WVU Medicine
- Shaorong Zhang, Department Chair, Associate Professor of Finance, Marshall University

SPEAKER BIOGRAPHY

Monika Sawhney, Ph.D.

Associate Professor,
Public Health Sciences , University of North Carolina at Charlotte

Dr. Monika Sawhney is presently working as a Tenured Associate Professor at The University of North Carolina at Charlotte, NC, USA. Dr. Sawhney previously served as an Associate Professor and Director of the Bachelor of Public Health Program at Marshall University. She also served as a Clinical Associate Professor with Marshall University's Joan C. Edwards School of Medicine (Department of Cardiology Services). Dr. Sawhney serves as an adjunct and visiting professor with the Global Institute of Public Health across reputed academic institutions in India. Currently, Dr. Sawhney is collaborating with organizations in India, Rwanda, and Tanzania. These assignments focus on an overall aim to eradicate diseases and improvise healthcare outcomes in low- and middle-income countries. During her professional career, Dr. Sawhney also worked as a consultant for UNICEF, WHO, and John Snow Inc. in program implementation and evaluation projects. Working in Ethiopia with WHO and CDC, she managed the measles immunization campaign and coordinated POLIO surveillance assignment. Dr. Sawhney also worked with the ministry to help strengthen their health system by focusing on designing and implementing training programs for their health staff working at different levels.

Dr. Monika's professional and research interests primarily focus on reducing the disease burden from Neglected Tropical Diseases and its association with non-communicable diseases and its interaction with communicable diseases, more so across low- and low-middle income countries. Working on various projects in her areas of interest, Dr. Sawhney has developed and sharpened her skills for program/project management and administration, monitoring and evaluation, research and human resources management for the health sector, communication, training, and presentation skills. Some of the recent Public/Global Health assignments Dr. Sawhney has been involved with focus on – (i) Assessing determinants of preeclampsia in Rwanda, (ii) Evaluation of Effectiveness of Pre-Exposure Prophylaxis (PrEP) Interventions with a focus to achieve a continuous reduction in new HIV infections, (iii) Gender dimensions of Tuberculosis in Tanzania, (iv) Facility-based assessments (mainly in African countries), (v) Health systems strengthening to improve the burden of disease from non-communicable and communicable diseases across low and low-middle income countries,(vi) Health services and outcomes research for specific health conditions, (vii) Human Resources Management/Development for the health sector, (viii) Training of health workers/staff, and (ix) Focus groups to measure area-specific health outcomes. Dr. Sawhney has teaching, research, field, and program-related experiences in the varied areas of International/Global Public health in countries such as Austria, Bangladesh, China, Costa Rica, Ethiopia, India, Kenya, Switzerland, Tanzania, Turkey, and the United States of America.

Dr. Monika Sawhney has a Google Scholar citation count of over 98,000 with an h-index of 66.

MARSHALL BUSINESS RESEARCH CONFERENCE

MARSHALL UNIVERSITY
BRAD D. SMITH SCHOOLS OF BUSINESS

EVENT PROGRAM

bit.ly/plenarymu3

9:00 AM **Welcome Remarks**
Alberto Coustasse, Research Committee and Conference Chair, Marshall University, WV
Avi Mukherjee, Provost and Senior V.P. of Academic Affairs, Marshall University, WV

9:20 AM **Dean's Distinguished Speaker**
Monika Sawhney, Associate Professor, Public Health Service, Universityof North Carolina at Charlotte, NC
Introduced by Jeffrey Archambault, Interim Dean, Marshall University, WV

TRACK 1 BUSINESS I MORNING SESSION

Neeru Malhotra, Session Chair, University of Essex, UK

bit.ly/tbus1mu3

10:15 AM **Understanding the Mechanisms Underlying the Relationship Between Empowering Leadership and Team Creativity in Customer Contact Services**
Neeru Malhotra | Yang Han | Hongfei Liu, University of Essex. UK

10:40 AM **Investigating Negative Word of Mouth as a Consequence of Consumer Resistance to Innovation: Moderating Effects of Consumer Characteristics**
Iman Jana| Neeru Malhotra, University of Essex, UK | Hongfei Liu, University of Southampton, UK

11:05 AM **Remote Work and Work Engagement**
Kevin Knotts, Marshall University, WV | Mackenzie Festa, University of Wyoming, WY

11:30 AM **Artificial Intelligence (AI) in Employee Selection: How Algorithm-Based Decision Aids Influence Recruiters' Decision-Making in Resume Screening**
Dan Chen, Marshall University, WV

TRACK1 BUSINESS I AFTERNOON SESSION

Nancy Lankton, Session Chair, Marshall University, WV

bit.ly/tbus1mu3

1:00 PM **Don't Get Mad, Get Even: Supervisory Interactional Injustice and Employee Counterproductive and Organizational Citizenship Behavior**
Tahia Alam, Eastern Kentucky University | Prerana Rai | Megan Chapman, Southern Illinois University Carbondale, IL

1:25 PM **Stimulating Community: Entrepreneurial Mindset and Supportive Micro-Entrepreneurial Ecosystem Conditions of Craft Breweries**
Lane Perry, Western Carolina University, NC | Nathan Woolard, Tulsa University, OK

1:50 PM **Exotic Structured Products: The Case of Victory Certificates**
Rodrigo Hernández, Radford University, VA | Kaschia Wade, University of Kentucky, KY

2:15 PM **Interpreting Mission Statements as Strategic Input to Supply Chain Performance Analysis**
James Kirby Easterling, Eastern Kentucky University, KY

2:40 PM **Competing with Asymmetric Information: Employee Mobility and Subsequent Performance in Major League Baseball**
Joshua Downs, Western Carolina University, NC

TRACK 2 BUSINESS II MORNING SESSION

Mohammad Karim, Session Chair, Marshall University, WV

bit.ly/tbus2mu3

10:15 AM **A Phenomenographic Examination of Work Motivation to Perform at the Municipal Corporation of Bangladesh**
Md Rifad Chowdhury, University of Brighton, UK

10:40 AM **Are Insiders' Forecasts Reliable to Outsiders? Evidence from Analysts' Reaction to Merger Synergy Projections**
Nabil El Meslmani, Saint Mary's University, Canada | Ahmad K. Ismail, American University of Beirut, Lebanon | Mohammad Riaz Uddin, Marshall University, WV

11:05 AM **Integral Performance Measurement Systems in 3D (SMD3D) for Chilean Wine Companies**
Lionel Valenzuela, Universidad Técnica Federico Santa María, Chile | Sergio Maturana, Pontificia Universidad Católica de Chile

11:30 AM **Monetary Policy Mechanisms Under Dollarization: The Case of Chile**
Boniface P. Yemba, Marshall University, WV

TRACK 2 BUSINESS II AFTERNOON SESSION

Ray Keener, Session Chair, Marshall University, WV

bit.ly/tbus2mu3

1:00 PM **Untapped Potential: The Spillover Effects of College Merit Aid Programs on High-School Outcomes**
Nabaneeta Biswas, Marshall University, WV

1:25 PM **Do ESPN's Top 150 High School Football Recruits have Better Odds of being Drafted in the NFL?**
Vincent Limon | Lei Ouyang | Jennifer Mak, Marshall University, WV

1:50 PM **Continuous Monitoring: Implementation of Channel Stuffing Detection Model**
Qing Huang | Miklos A. Vasarhelyi, Rutgers University, NJ | Kelly Duan, Sacred Heart University, CT

2:15 PM **SEC Regulation S-K and Corporate Governance Alignment: An Analysis of Materially Challenging Financial Statement Disclosures**
Matthew Carroll, Marshall University, WV

2:40 PM **Audit Quality Before and During the Pandemic: A Study of Going-Concern Opinions for Failed Companies**
Tom Norton | Tim Bryan, Marshall University, WV

3:05 PM **An Examination of the Effect of Consumer Behavior on Showrooming: An Empirical Study**
Amber Chatelain, Marshall University, WV

TRACK 3 HEALTHCARE I MORNING SESSION

Jingran Zhang, Session Chair, Marshall University, WV

bit.ly/thc1mu3

10:15 AM **Continued Usage of Wearable Fitness Technology: An Extended UTAUT2 Model Perspective**
Rasha Elsawy, University of Essex, UK

10:40 AM **Career Pathways and Competency Acquisition for Hospital Leaders**
Irene Gabutti | Ilaria Valentini | Americo Cicchetti, Catholic University Rome, Italy

11:05 AM **Testing Contingency Theory to Drive Change toward Integrated Pathways in Primary Care**
Chiara Reno, Irene Gabutti, Fiorella Lanzillotta, Ruben Biagini, María José de la Rosa, Massimo Menozzi, Gabriele Gentilini, Maria Pia Fantini, University of Bologna, Italy

11:30 AM **Social Interactions and Cognitive Functions in Elders: Causal Evidence from CHARLS**
Ying Chen, Yunnan University, China | Yi Duan, Marshall University, WV | Chen Xu, St. Edward's University, TX

TRACK 3 HEALTHCARE I AFTERNOON SESSION

Peter Hilsenrath, Session Chair, Marshall University, WV

bit.ly/thc1mu3

1:00 PM **Chronic Physical and Mental Health Conditions Associated with Unemployment in Veterans**
Kavita Mosalpuria | Elise Vandersteen Bailey | Fernando Wilson, University of Utah, UT

1:25 PM **American Healthcare: Why it Costs So Much Yet Remains a Beacon of Growth & Development**
Peter Hilsenrath, University of the Pacific, CA

1:50 PM **COVID-19 and the Homeless: Risk Factors, Complications, and Lessons Learned**
Liam O'Neill, University of North Texas Health Science Center, TX | Neale Chumbler, University of Tennessee Health Science Center, TN

2:15 PM **Patient Provider Engagement Varies by Clinic Structure: Results from the PROMIS Learning Lab**
Kimberly G. Fulda | Anna M. Espinoza, UNT Health Science Center | Richard A. Young, MD JPS Hospital Family Medicine Residency Program | Zachary N. Hendrix | Yan Xiao, University of Texas at Arlington, TX

2:40 PM **Immigrant Health Disparities in the COVID-19 Era**
Fernando A. Wilson, University of Utah, UT

TRACK 4 HEALTHCARE II MORNING SESSION

Doohee Lee, Session Chair, Marshall University, WV

bit.ly/thc2mu3

10:15 AM **A Systematic Review to Understand Challenges in Health Workforce Planning: An International Perspective**
Lorena Martini | Luigi Apuzzo | Irene Gabutti | Daniele Pandolfi | Domenico Mantoan, National Agency for Regional Health Services of Rome, Italy

10:40 AM **Standards for Comparing For-Profit and Not-For-Profit Short-Term Acute Care Hospitals in the US**
Daniel J. West | Michael M. Costello, University of Scranton. PA

11:05 AM **The 2022 International Monkeypox Outbreak and Challenges Faced by the United States**
Isha Patel, Prowess | Rea Pillaia, Prowess LLC, VA | Rajesh Balkrishnanb, University of Virginia, VA | Alberto Coustasse, Marshall University, WV

11:30 AM **Development of a National Chronic Kidney Disease Registry in Latin America: Experiences from Colombia**
Andrés Mauricio García Sierra | Xinliang Liu, University of Central Florida, FL | Nathaly Ramírez Garcia | Ana María Valbuena García | Lizbeth Acuña Merchan, Fondo Colombiano de Enfermedades de Alto Costo, Colombia

TRACK 4 HEALTHCARE II AFTERNOON SESSION

Tom Norton, Session Chair, Marshall University. WV

bit.ly/thc2mu3

1:00 PM **Fighting the Opioid Crisis and HIV/AIDS Infection in West Virginia by Utilizing Needle Exchange Programs**
Stacie Deslich | Thomas Norton | Katherine Duty | Amber Graves | Anthony Uriarte | Alberto Coustasse, Marshall University, WV

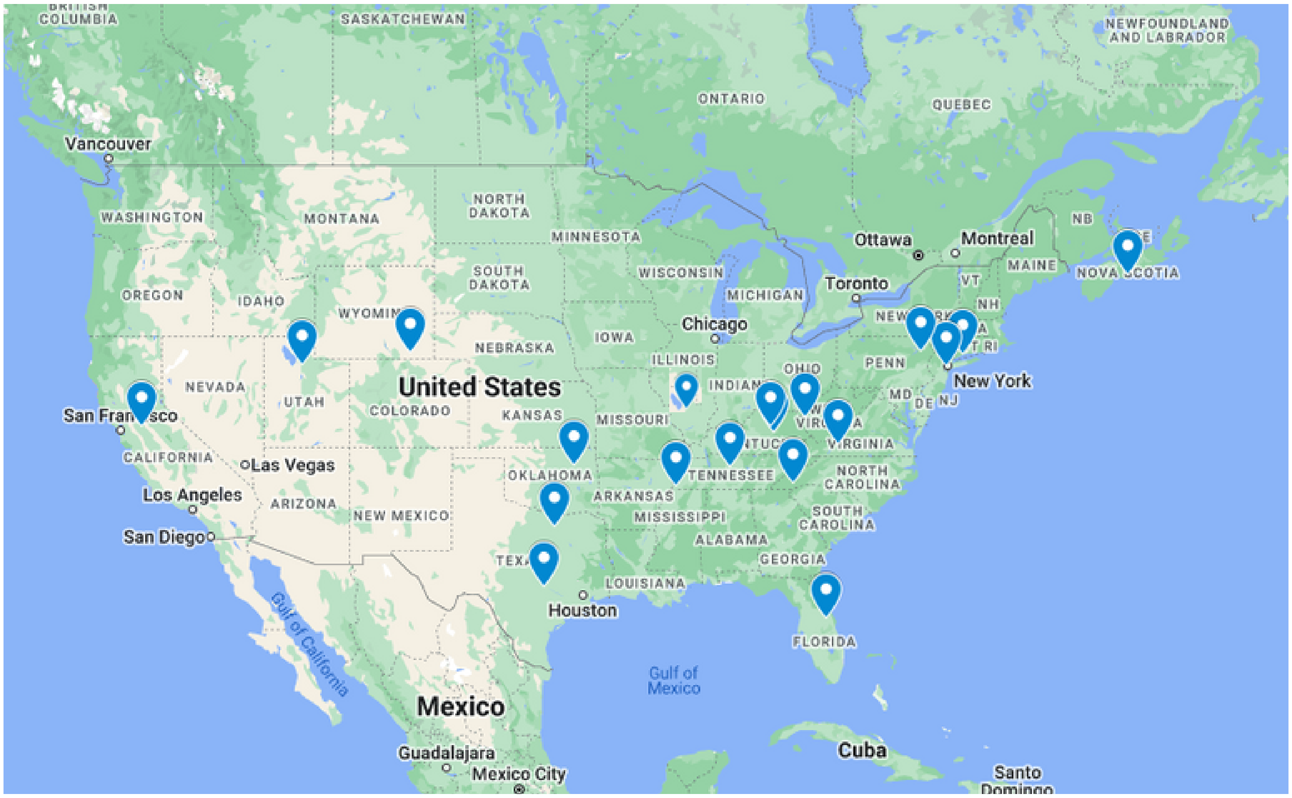
1:25 PM **Do Hospitals Achieving "Leader in LGBTQ Healthcare Equality" Maintain Higher Patient Scores Compared to Nonleaders?"**
Rita DiLeo | Seongwon Choi | Tari Hanneman | Ali Riza Demirbas | K. Ria Hearld | Paul Datti | Nancy Borkowski, University of Scranton, PA

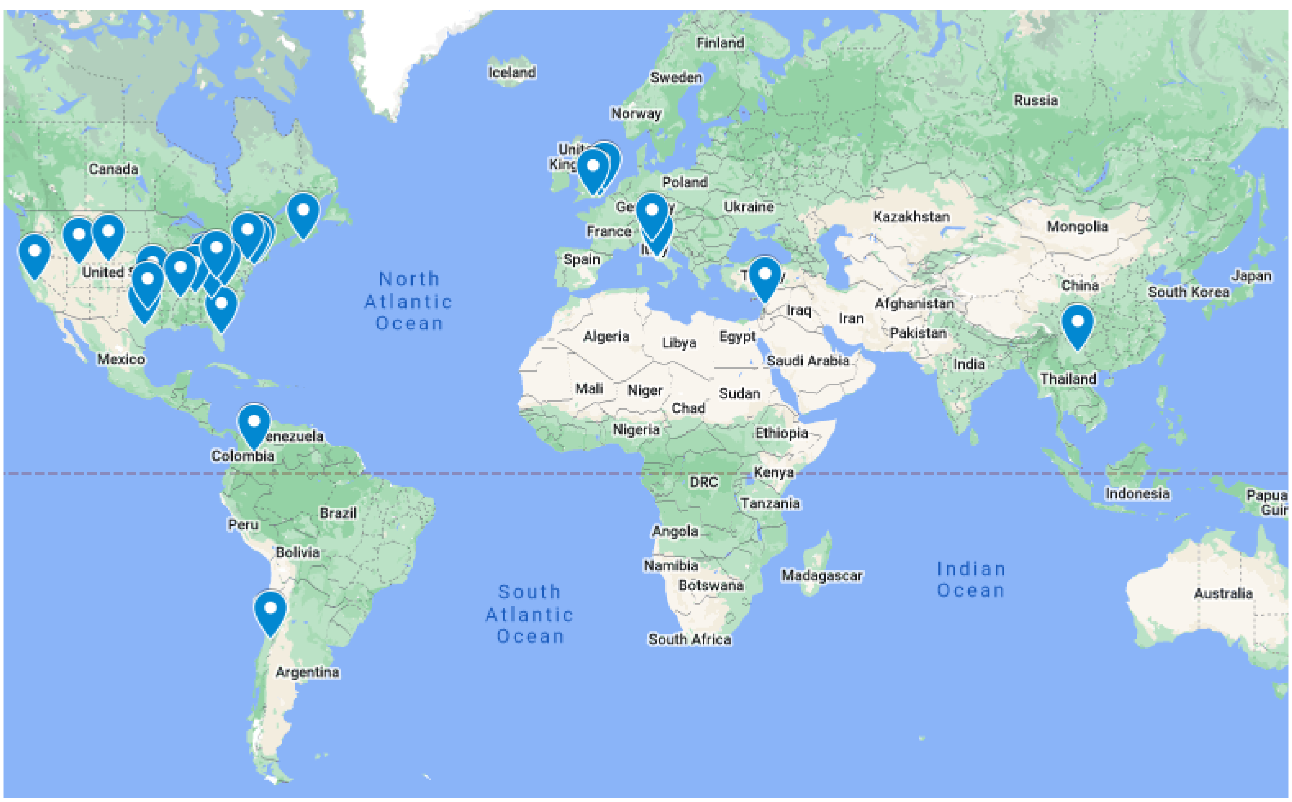
1:50 PM **CEO Gender and California Hospital Performance**
Samantha Larson | Luke Petach | David K. Wyant | Jack C. Massey, Belmont University, TN

2:15 PM **An Alternate Route or a Do-Over; Moving into the Pandemic and Beyond it**
Liz Alexander | Monisha Gupta, Marshall University, WV

2:40 PM **Telehealth in Speech-Language Pathology: The Path to Nationwide Licensure Reciprocity**
Casey W. Baker | Jennifer W. Baker, Marshall University, WV

See where are authors are from.





TRACK 1 BUSINESS I MORNING SESSION

bit.ly/tbus1mu3

ABSTRACTS

Understanding the Mechanisms Underlying the Relationship Between Empowering Leadership and Team Creativity in Customer Contact Services

Yang Han | Neeru Malhotra | Hongfei Liu, University of Essex, UK

Purpose: Creativity is critical to the growth of service organizations. Yet, the question of how service organizations promote creativity remains unanswered. Prior research has highlighted that being empowered leads to employee creativity. This raises the question of whether empowering leadership can bring about team creativity in a frontline service context. Thus, this research aims to investigate the relationship between empowering leadership and team creativity in a frontline service context.

Study Design and Methodology: A theoretical-driven model was developed wherein empowering leadership could influence team creativity through team identification-knowledge sharing and relationship conflict-knowledge sharing, respectively. The model was tested with a sample of 51 frontline service teams from China's banking sector.

Findings: We found that empowering leadership fosters team creativity through two parallel mechanisms: team identification–knowledge sharing and intragroup relationship conflict–knowledge sharing. The presence of a high level of team efficacy magnified the positive effect of empowering leadership on knowledge sharing through team identification but was not significant through relationship conflict. Based on these findings, this research revealed the mechanisms by which empowering team leaders may elevate team creativity.

Originality/Value: Our study investigates the relationships between line managers' empowering behavior and team creativity in a customer services context. Based on the findings, this research revealed the mechanisms by which empowering team leaders may elevate team creativity. By doing so, this research provides some theoretical suggestions for future research and practical implications for service organizations and managers.

Investigating Negative Word of Mouth as a Consequence of Consumer Resistance to Innovation: Moderating Effects of Consumer Characteristics

Iman Jana | Neeru Malhotra, University of Essex, UK | Hongfei Liu, University of Southampton, UK

Purpose: While spreading negative word of mouth (NWOM) is a common response by consumers resisting disruptive innovations, empirical research understanding the influence of consumer resistance to innovation (CRI) on NWOM is surprisingly sparse. Also, in CRI literature, investigation of moderating effects of consumer characteristics remains scarce. The purpose of this paper is to investigate NWOM as key consequence of forms of CRI (rejection, opposition, and postponement). We also examine the significance of consumer characteristics of innovativeness and impulsiveness in regulating these relationships as the influence of CRI forms on NWOM may not manifest equally among all consumers.

Study Design and Methodology: To test the conceptual model, the authors developed an online survey and used structural equation modelling.

Findings: Results show that rejection and opposition lead to spreading of NWOM about driverless cars, but postponement has no effect. Findings further show that consumer innovativeness and impulsiveness amplify the rejection-NWOM relationship and the opposition-NWOM relationship, respectively.

Originality/Value: Extending innovation resistance theory, this research clarifies that only aggressive forms of CRI i.e., rejection and opposition, translate into NWOM, and not postponement (weakest form). This research sheds light on the dark side of individual traits by enhancing our understanding of the ramifications of innovativeness and impulsiveness among resistant consumers.

Remote Work and Work Engagement

Kevin Knotts, Marshall University, WV | Mackenzie Festa, University of Wyoming, WY

Purpose: This paper seeks to understand roles that impact the degree that employees remain engaged in their work, even when in a remote work context where motivation may be harder to maintain. This study looks at the interaction between remote work, self-leadership, and perceived organizational support in driving work engagement.

Study Design and Methodology: A questionnaire using established scales was distributed via Amazon MTurk. The final sample consisted of 193 participants. SPSS Process was used to test the three-way interaction.

Findings: The three-way interaction between remote work, self-leadership, and perceived organizational support on work engagement was found to be significant. This suggests that the three variables work in conjunction to increase levels of work engagement in employees.

Originality/Value: This study seeks to understand how the remote work context plays a role in understanding employees' work engagement. The findings suggest that higher levels of self-leadership, higher levels of perceived organizational support, and employees who were working remotely were more likely to remain engaged in their work than other employees.

ABSTRACTS

Artificial Intelligence (AI) In Employee Selection: How Algorithm-Based Decision Aids Influence Recruiters' Decision-Making in Resume Screening

Dan Chen, Marshall University, WV

Purpose: To assess how HR recruiters integrate selection information produced by algorithms into assessments of job candidates' qualifications to make hiring decisions. To assess how algorithm-based decision aids are used, I first investigate how individual characteristics of recruiters influence their perceived usefulness of algorithm selection information. I then examine how recruiters rate applicant employability when they are given different types of jobs (HR Assistant vs. Data Engineer) and algorithm-based selection information.

Study Design and Methodology: I used Prolific; an online platform that helps research recruit participants. I aimed at 500 participants and sent out the survey with demographics. Data was collected at two waves a week apart. The final data set contained 394 eligible participants, which was the analysis was based on. Each participant was paid $5 for the total compensation. SPSS and Mplus were used for data analysis.

Findings: I found that younger managers, managers with AI use experience and more recent hiring experience perceived algorithm-based decision aids useful. Recruiters were less likely to see algorithm-based information as useful if they reported algorithm aversion. Similar relationships were found when managers rated employability when presented with information from both resumes and algorithm-based decision aids. Finally, I found that applicant information from algorithm-based decision aids had more influence on manager ratings of employability when the job requires more technical skills than when the job requires more soft skills.

Originality/Value: This empirical study investigated how recruiters integrate various types of information when they evaluate resumes for job candidates' employability or hire-ability by using manipulated outputs from the application tracking system. Because the participants responded to eight different manipulations from the survey. It created the potential for between-subject and within-subject analysis. I also adopted HLM (Hierarchical Liner Modeling) in Mplus to test the first 7 hypotheses. This empirical study offers robust results to practitioners that individual characteristics influence recruiters' decision-making in resume screening when they are equipped with AI tools. Organizations should offer recruiters training programs with the information and tools that they need in recruiting, especially with new technology tools.

TRACK 1 BUSINESS I AFTERNOON SESSION

bit.ly/tbus1mu3

ABSTRACTS

Don't Get Mad, Get Even: Supervisory Interactional Injustice and Employee Counterproductive and Organizational Citizenship Behavior

Tahia Alam, Eastern Kentucky University, KY | Prerana Rai | Megan Chapman, Southern Illinois University Carbondale, IL

Purpose: We draw on the agent-system model of (in)justice and negative norm of reciprocity of Social Exchange Theory to examine the indirect impact of supervisory interactional injustice (i.e., interpersonal and informational) on employees' target-specific extra-role work behaviors (counterproductive work behavior directed at supervisor (CWB-S) and organizational citizenship behavior directed at supervisor (OCB-S)) via distrust in supervisor.

Study Design and Methodology: We conducted a two-wave study, and participants (n = 401) were recruited via Amazon Mechanical Turk using a survey methodology. Bias-corrected confidence intervals (CIs) constructed in 20,000 bootstrap samples were used to test the mediation effects.

Findings: Our findings indicated that interpersonal and informational injustice are positively related to employees' distrust in their supervisor. Further, interpersonal and informational injustice indirectly affected CWB-S and OCB-S via distrust in the supervisor.

Originality/Value: Our study contributes to the organizational injustice and workplace behavior literature. First, most injustice research assumes that injustice is the opposite of justice. Our study explicitly examines the effect of interactional injustice. Second, we develop a target-specific model that focuses on the interactions and behaviors between two key organizational stakeholders (i.e., supervisors and employees). We suggest that a supervisor's disrespect and untruthfulness toward an employee will eventually result in employee revenge (i.e., CWB-S) and lack of cooperation (i.e., OCB-S) toward the supervisor. Finally, we examine the mechanism (i.e., distrust in the supervisor) through which supervisory interactional injustice may manifest into employee extra-role behaviors directed at the supervisor.

ABSTRACTS

Stimulating Community: Entrepreneurial Mindset and Supportive Micro-Entrepreneurial Ecosystem Conditions of Craft Breweries

Lane Perry, Western Carolina University, NC | Nathan Woolard, Tulsa University, OK

Context: North Carolina's deregulation of craft brewing led to a boom of brewery startups, from 54 in 2010 to more than 380 in 2022.

Purpose: Leveraging the boom of a craft beer renaissance, this paper explores social capital theory through the impact of the craft brewing industry. The exploration addresses entrepreneurial micro-ecosystems that share one commonality – the need for community development and revitalization.

Study Design and Methodology: This qualitative study focuses on 15 brewery founders who have launched ventures since 2012. Naturalistic Inquiry methodology was utilized, and semi-structured interviews, observations, and artifact analyses were applied to each participant.

Findings: Findings framed two entrepreneurial mindset factors (Anti-Establishment Mindset & Business-Person's Burden Mindset) in play and three external entrepreneurial micro-ecosystems conditions (Community Conditions, Doom & Boom Conditions, & Economic Conditions). These emergent themes represent the contributors (mindsets and conditions) associated with startup success in rural and downtrodden urban areas and social value creation. Brewery entrepreneurs were aware of their contribution to social capital value, economic impact (e.g., tax revenue, jobs, space, attraction/destination, etc.), and how these facets interplay through them as revitalizing anchor tenants (i.e., craft breweries).

Originality/Value: Insight into how entrepreneurs come to understand and recognize their impact on community through social capital development and the economy can aid in further support at the community level.

ABSTRACTS

Exotic Structured Products: The Case of Victory Certificates

Rodrigo Hernández, Radford University, VA | Kaschia Wade, University of Kentucky, KY

Purpose: The purpose of this paper is to further the research of Hernandez et al. to study Victory Certificates and examine the pricing and profitability of issuing these certificates.

Study Design and Methods: The models for pricing these certificates are created by decomposing the return offered by the certificates and pricing the equivalent portfolios. We show that a portfolio comprised of a long position in the underlying asset, and up-and-in put options on the underlying asset duplicates the payoff of an uncapped Victory Certificate. A portfolio comprised of a long position in the underlying asset, up-and-in put option on the underlying asset, and a call option on the underlying asset duplicates the payoff of a capped Victory Certificate. We also simulate the sensitivities of Victory Certificates to changes in different pricing input variables and parameters used in the design of Victory Certificates.

Findings: The pricing models are tested with an empirical examination of a certificate issued by Sal. Oppenheim jr. & Cie. KGaA on April 21, 2005, as an uncapped certificate and a certificate issued by Commerzbank AG on May 19, 2010 as a capped certificate. The Victory Certificates tested reveal a profit for the issuer of these certificates as the par value of a certificate exceeds the present value of a certificate. The simulated Greeks are presented in the paper.

Originality / Value: This paper is the first to analyze Victory Certificates, to present the pricing models, and to simulate the Greeks of the certificates. The methodology applied in this paper can be extended to the examination of other structured products.

ABSTRACTS

Interpreting Mission Statements as Strategic Input to Supply Chain Performance Analysis

James Kirby Easterling, Eastern Kentucky University, KY

Purpose: Significant research exists on the purpose and importance of company mission statements. Less is written on the context of interpreting mission statements for the purposes of identifying company operating strategy (price leadership or some form of differentiation) using key words. Almost no research exists on interpreting mission statements as strategic input to supply chain performance analysis.

Study Design and Methodology: The method of evaluating mission statements for concluding price leadership, differentiation, or a conflicting business strategy was done by identifying mission statements for each company in the study (heavy industrial companies in Global Industry Classification System (GICS) segments 201010- 201060). Research assistants collected the mission statement for each respective firm included in the study, whereas MBA students taking an intensive 800-level graduate course in Global Supply Chain Management did the actual interpretation of firm specific business strategy. Each MBA student interpreted and assessed the mission statement of each assigned company using key words which were provided by the researcher. Senior business faculty members (at a large comprehensive regional university as well as a major research university) specializing in both business strategy and supply chain management collaborated on key words for identifying both price leadership and differentiation. No one singular word was used by the MBA students to conclude firm business strategy; rather, each MBA student read the entire mission statement for each assigned company and concluded price leadership, differentiation, or conflicting strategy based on the overall mission statement. To reduce any potential bias a student(s) may have had with companies in the study, the name of each company was hidden so that each company's mission statement was independently evaluated without any preconceived impressions. Upon conclusion of identifying business strategy for each firm, categorical classifications were used by each MBA student to classify mission statements.

Findings: 44.83% of the MBA students reached full agreement on the overall firm business strategy, 53.26% reached partial agreement, and 1.92% reached no agreement. Studies show that if raters are well trained [such as SCM students in an MBA class trained on overall firm strategy interpretation], the researcher may safely rely on percent agreement to determine interrater reliability. Moderate level of agreement is achieved with 35-63% percent agreement, strong level of agreement is achieved between 64-81% and near perfect level of agreement is achieved with > 81%.

ABSTRACTS

Interpreting Mission Statements as Strategic Input to Supply Chain Performance Analysis (continued)

James Kirby Easterling, Eastern Kentucky University, KY

Findings: This study achieved 80.33% percent agreement, which is approaching the >81% threshold for near perfect level of agreement. However, high interrater agreement does not necessarily mean students have interpreted the overall firm business strategy correctly, rather, it simply means there is a high degree of consistency.

Originality/Value: This ongoing research has significant implications for the field of supply chain management as operational, tactical, and strategic actions and decisions vary depending on how a firm competes (price leadership or differentiation). Performing supply chain quantitative analysis is improved by evaluating key performance measures (KPIs) relative to overall firm operating strategy.

ABSTRACTS

Competing with Asymmetric Information: Employee Mobility and Subsequent Performance in Major League Baseball

Joshua Downs, Western Carolina University, NC

Purpose: This study attempts to understand what effects an organization's knowledge developed during a former employee's tenure with a given organization, can have on subsequent competition between the employee and their former organization when the employee leaves to join a rival.

Study Design and Methods: I use data on major league baseball organizations and their performance against former players when they compete against the player's new team. The applying uses an OLS model.

Findings: I find supporting evidence suggesting that the organizational knowledge of former employees provides a relative advantage over other organizations in competing against their former players. However, the advantage disappears when the quality of information available to all teams improves.

Originality / Value: The employee mobility literature has shown that employee migration to rival organizations will have negative effects on the originating organization due to the transference of key knowledge assets that move with the employee. This study suggests a more nuanced view of these effects in certain contexts by considering that organizations develop unique knowledge of their own resources by privilege of their access to them.

TRACK 2 BUSINESS II MORNING SESSION

bit.ly/tbus2mu3

ABSTRACTS

A Phenomenographic Examination of Work Motivation to Perform at the Municipal Corporation of Bangladesh

Md Rifad Chowdhury, University of Brighton, UK

Purpose: The explorative purpose of this study is to investigate and analyze the work motivational conceptions of employees to gain a better understanding of work motivation in the municipal corporation of Bangladesh.

The municipal corporation is one of the key administrative bodies of Bangladesh's local government. Work motivation has been defined as a result of interaction between the individual and the environment. Local government studies indicate that the work environment of the municipal corporation is unique because of its key colonial and political history, several reform attempts, non-western social perspectives, job functions, and traditional governance.

Study Design and Methodology: Twenty-two semi-structured online interviews were conducted in this study. A phenomenographic research methodology has been adopted to describe the limited number of qualitatively different ways of experiencing work motivation. During the analysis of the semi-structured interview transcripts, the focus was on the second-order employee perspective to explore and analyze the conceptions.

Findings: Based on the participants' collective experiences and dimensions of variation across the different ways of experiencing, six conceptions of employee work motivation to perform at the municipal corporation were identified in this study. Six dimensions of critical variations have emerged within and between the conceptions. In the outcome space, the relationships between conceptions, and dimensions of critical variations are presented in a logical structure.

Originality/Value: The findings of this research study show significance to expand the understanding of work motivation and the research context of phenomenography. The findings of this research will contribute to the ongoing attention of contextual work motivational understanding from a Bangladeshi perspective and phenomenographic research conceptions in organizational behavior studies.

ABSTRACTS

Are Insiders' Forecasts Reliable to Outsiders? Evidence from Analysts' Reaction to Merger Synergy Projections

Nabil E. Meslmani, Saint Mary's University, Canada | Ahmad K. Ismail, American University of Beirut, Lebanon | Mohammad Riaz Uddin, Marshall University, WV

Purpose: The purpose of this study is to examine whether merger-specific information (synergy forecasts by the acquirer management) is valuable to sell-side analysts and to stock markets.

Study Design and Methods: We collect the Mergers and Acquisitions sample from Thomson Financial SDC Platinum Database. The sample spans from January 1st, 1990 until Dec. 31st, 2013 and includes all completed deals in the United States. We collect analyst earnings forecasts data from Institutional Brokers Estimate System (I/B/E/S). In constructing our variables (mean analyst forecasts and analyst forecast revisions), we rely on I/B/E/S summary files and the two-year average analysts' monthly forecasts surrounding the deal announcement date. We rely on analysts' two-year EPS forecasts around the deal announcement in order for analyst forecasts to account for the possible synergy gained from the deal.

To obtain forecasts of merger synergies, we hand-collect the managerial forecasts of incremental cash flows reported in Form 8-K filings and proxy statements DEF14, DEFM14A, and S-4 filed with the SEC, in addition to press releases. We then estimate the present value of the synergy forecasts associated with each deal following the approach established by Houston et al. (2001), Dutordoir et al. (2014), and Ismail (2011). The final sample consists of 2,048 deals whereby 507 acquisitions are accompanied with synergy forecasts and 1,541 are not.

Findings: We show that analysts revise their forecasts upward for acquirers that disclose larger projected synergies, more specifically, cost savings but not revenue synergies. Furthermore, investing in a portfolio with high (low) synergy forecasts and high (low) analyst forecast revisions generates the highest (lowest) risk adjusted excess returns, suggesting that both management synergy forecasts and analyst forecasts are informative to the stock markets. Interestingly, analysts rely more on synergy projections disclosed by non-overconfident CEOs, well governed firms or when analysts' forecast quality is not reliable. Finally, analysts' forecast accuracy improves for firms disclosing larger synergies.

Originality/Value: Overall, our study sheds some light on the importance of management disclosure of additional merger-related forecasts in enhancing the information environment around M&A deal announcements.

ABSTRACTS

Integral Performance Measurement System in 3D (SMD3D) for Chilean Wine Companies

Lionel Valenzuela, Universidad Técnica Federico Santa María, Chile | Sergio Maturana, Pontificia Universidad Católica de Chile.

Purpose: We propose, to wine companies, an integral system for measuring performance in three distinct dimensions (SMD3D): corporate sustainability, which evaluates the future of the business; temporal, which links measurement of the day-to-day performance with the strategic one; and spatial, which measures the performance of those players comprising the company's supply chain regarding business performance.

Study Design and Methodology: Using the Delphi methodology, the proposal was validated and enhanced by a group of 18 experts from diverse areas such as performance management and control systems, corporate sustainability, supply chain, and professionals belonging to the wine industry.

Findings: The experts validated the new performance measurement system, helping to improve the methodology used for its implementation.

Originality/Value: Sustainability is today one of the most important differentiating factors among companies in different business sectors. Therefore, different wine companies around the world today have some form of sustainability management system to meet these requirements. However, these systems focus mainly on the impact they have on the company's environmental and economic performance and tend to ignore the social perspective. We propose an integral system for measuring performance in three distinct dimensions (SMD3D).

TRACK 2 BUSINESS II AFTERNOON SESSION

bit.ly/tbus2mu3

Untapped Potential: The Spillover Effects of College Merit Aid Programs on High-School Outcomes

Nabaneeta Biswas, Marshall University, WV

Purpose: To study the effects of state sponsored college scholarship on high school educational outcomes. A growing literature links public merit-aid programs to higher college enrollment and completion in the United States. An attractive feature of these programs are their large monetary awards that substantially lower college costs and reduce student debt. Such policies have broad appeal among college aspirants and may even alter the college ambitions of the average youth. Additionally, with eligibility based on high school performance, these scholarships plausibly influence students' high school outcomes. Yet, little is known about the policy effects on high school outcomes. Since secondary school serves as the pipeline for college students, it is important to understand the aid effects on academic outcomes at this level.

Study Design and Methods: We use data on public school districts from the Common Core of Data (CCD) within an event-study framework to estimate the effects of merit aid on high school attendance and completion across 19 aid- adopting states. We augment the canonical event study model with a comparison group that circumvents the identification challenges associated with the use of two-way fixed effects in the standard design.

Findings: We find that these programs improve high school grade enrollment and increase diplomas earned, but the gains are largely limited to scholarships that do not mandate a competitive test score cutoff for award eligibility. Our findings suggest that college scholarships with fewer award conditions entail large educational benefits at the pre-collegiate level.

Originality / Value: Our study is the first broad exploration of the second-order effects of merit aid particularly, at the high school level. We provide evidence of the large positive externalities associated with such programs and uncover an important policy lesson pertaining to the design of merit aid. We show that inclusively designed college scholarships are widely impactful and can potentially double up as a tool for improving high school educational outcomes.

Do ESPN's Top 150 High School Football Recruits have Better Odds of Being Drafted in the NFL?

Vincent Limon | Lei Ouyang | Jennifer Mak, Marshall University, WV

Purpose: The current study examined the relationship between top-tier high school football recruits and their likelihood of being drafted into the NFL. Information such as ranking scores, positions, geographic location, and demographics of the high school football recruits was included in this study.

Study Design and Methodology: The subjects for this study were 1,494 high school football players who were on the list of ESPN Top 150 High School Football Recruits from 2006 to 2013. Due to the dichotomous nature of the outcome, a logistic regression model was used to predict a binary response from multiple independent variables. The draft status of an ESPN Top 150 high school football recruit was the dependent variable in this study. When collecting data, the researchers extracted information that indicated whether a particular player was drafted by the NFL. The dependent variable was coded “1” if the player got drafted and “0” if the player did not get drafted. There were five predictive variables included in the logistic regression model. These variables were ESPN ranking scores, position, high school region, height, and weight.

Findings: A logistic regression model was performed to assess the impact of several factors on the likelihood that high school football players would be drafted. The model contained five independent variables. The full model containing all predictors was statistically significant, $\chi 2$ (15, N=1,494) =173.62, $p < .001$, indicating that the model was able to distinguish between respondents who were drafted and not drafted by the NFL. The model correctly classified 72.2% of cases. Three independent variables made a unique statistically significant contribution to the model: ranking scores, height, and high school region. At the same time, weight and position are not significant predictors of NFL drafting. The odds ratio of 1.21 for ranking score indicates that for every additional point of ranking score increase, respondents were 1.21 times more likely to be drafted. The odd ratio of 1.01 for height demonstrates that for every additional inch increase in height, respondents were 1.01 times more likely to be drafted. The odds ratio of .51 for the high school region was less than 1, indicating that compared with recruits from the southeast region, recruits from the southwest were .51 times less likely to be drafted.

ABSTRACTS

Do ESPN's Top 150 High School Football Recruits have Better Odds of Being Drafted in the NFL? (continued)

Vincent Limon | Lei Ouyang | Jennifer Mak, Marshall University, WV

Originality/Value: The current findings suggested that a taller high school football player who ranks higher on ESPN and is from the Southeast; has better odds of being drafted by the NFL. While 250 players from college football were drafted, those 250 were not always the highest-ranked high school football recruits. With the growing focus on high school football recruiting, there are still major unknowns in the process of how high school football performance translates into the NFL draft.

Continuous Monitoring: Implementation of Channel Stuffing Detection Model

Qing Huang | Miklos A. Vasarhelyi, Rutgers University, NJ | Kelly Duan, Sacred Heart University, CT

P**urpose**: To detect channel stuffing activities within a company, enhance monitoring procedures, and improve internal control processes.

Study Design and Methodology: We develop a four layer continuous channel stuffing monitoring framework to detect unusual sales activities. The framework utilizes statistical analysis and an outlier detection approach and creates a series of key risk indicators. An order-to-cash (OTC) process from a multinational company is selected to build and test the framework.

Findings: Machine learning approaches are effective and more efficient in detecting abnormal sales volume. The continuous monitoring system provides management with a holistic and granular view of the business processes and sales activities at the country and customer levels and enhances company's internal control.

Originality/Value: This study provides management and external auditors with a state-of-the-art approach that allows them to determine high-risk channel stuffing countries/transactions based on predictive data analytics rather than fully subjective judgment. The proposed model transforms monitoring procedures from ex-post audits to ex-ante supervision, and examines the sales activities globally and at the individual country level on a close to real-time basis. The analyses reveal unusual sales activities based on sales volume, customers, and product types.

ABSTRACTS

SEC Regulation S-K and Corporate Governance Alignment: An Analysis of Materially Challenging Financial Statement Disclosures

Matthew Carroll, Marshall University, WV

Purpose: This research examines selected Securities and Exchange Commission (SEC) registrant Form 10-Ks with respect to the recent refinement of disclosure requirements for SEC Regulation S-K Items 101(c) and 105 and proposes future directions for research related to SEC disclosure modernization.

Study Design and Methods: Exploratory research will be performed via a review of the most recent SEC Form 10-K filings reported by the top twenty-five Fortune 500 companies to analyze material disclosure topic commonalities.

Findings: The expected findings are that the sampled SEC registrants will disclose material information related to human capital management and business risk factors, per SEC Regulation S-K, which will allow for the identification and summarization of common challenges.

Originality/Value: The modernization of SEC Regulation S-K Items 101(c) and 105 became effective on November 9, 2020 and applies to Form 10-Ks filed on or after that date. There has been some initial research relating to the modernization of SEC Regulation S-K Item 101(c), but limited research exists relating to the modernization of SEC Regulation S-K Item 105. Identification of challenges currently facing the top twenty-five companies in the Fortune 500 listing will provide valuable insight to academicians, C-Suite leaders, and investors regarding trending material risks as disclosed by SEC registrants.

Audit Quality Before and During the Pandemic – A Study of Going-Concern Opinions for Failed Companies

Tom Norton | Tim Brian, Marshall University, WV

Purpose: This research focuses on U.S. publicly traded companies in retail, restaurant, lodging and entertainment industries. These industries were selected because they experienced a significant increase in bankruptcy filings during the pandemic. Our research looks into the adequacy of management's disclosures of significant liquidity and solvency risks in the firm's annual report (Form 10-K). In addition, our research looks into the adequacy of the auditors' reporting uncertainty of the companies' ability to continue as going concerns prior to filing bankruptcy.

Study Design and Methodology: A sample of firms in the above industries from 2001 to 2021 was obtained utilizing Compustat for a total of 4,231 firm years. Forms 10-K were obtained and reviewed for any firms that ceased operations during the period to identify if they had failed or been acquired. For those that had failed, management's discussion and analysis was reviewed to determine if the potential for failure had been disclosed. In addition, the Compustat data and data from the 10-Ks for all firms was analyzed utilizing Stata and proportional analysis.

Findings: We find that in the majority of cases, management failed to disclose significant solvency and liquidity risks in annual reports prior to filing bankruptcy. In addition, we find that the majority of auditors did not modify their audit opinions for significant concerns of the entities' ability to continue as a going concern prior to filing bankruptcy.

Originality/Value: No study has been conducted for the specific industries selected or the period that includes the pandemic. External users of financial statements rely on financial reporting for decision making and auditors' opinions on those financial reports to make decisions. Adequacy of disclosure is material to the financial reports.

ABSTRACTS

An Examination of the Effect of Consumer Behavior on Showrooming: An Empirical Study

Amber Chatelain, Marshall University, WV

Purpose: The primary purpose of this research study is to investigate consumers' propensity to showroom. Specifically, showrooming as it relates to consumer privacy, uncertainty avoidance, and impulsivity will be examined. A secondary purpose of this research study is to address the managerial implications of showrooming and shed light on retail strategies and opportunities to counter showrooming behavior.

Study Design and Methodology: An experimental research design will assess study participants' propensity to showroom and multiple regression analysis will be used to investigate the research model.

Findings: Prior research shows consumers often engage with products at a brick-and-mortar retailer but ultimately purchase the product from a competing online retailer at a lower cost. Thus, the following findings are expected:

H1: Individuals who value privacy have a lower propensity to engage in showrooming than those who do not.

H2: Individuals with high uncertainty avoidance will have a lower propensity to engage in showrooming than those who do not.

H3: Individuals who identify as impulse shoppers will have a lower propensity to engage in showrooming than those who are not.

Originality/Value: Showrooming, the phenomenon of consumers engaging with products at brick-and-mortar stores but then purchasing online at a different retailer at a lower price, is gaining attention in the academic literature. An overwhelming majority of showrooming research examines it from a retailer perspective and scant literature exists examining showrooming through the consumer lens. By examining showrooming from a consumer perspective, this study will attempt to fill in gaps in the literature.

TRACK 3 HEALTHCARE I MORNING SESSION

bit.ly/thc1mu3

Continued Usage of Wearable Fitness Technology: An Extended UTAUT2 Model Perspective

Rasha Elsawy, University of Essex, UK

Purpose: This thesis aims to develop an integrated model designed to explain and predict consumers' behavioural intention (BI) and continued use (CU) of wearable fitness technology (WFT) to identify the determinants of the CU of technology. Because of this, the question arises as to whether there are differences between technology adoption and post-adoption (CU) factors.

Study Design and Methodology: The study employs the unified theory of acceptance and use of technology2 (UTAUT2), which has the best explanatory power, as an underpinning framework, extending it with further factors, and user-specific personal characteristics as moderators. All items will be adapted from previous literature and slightly modified according to the WFT/SW context. A longitudinal investigation will be carried out to examine the research model, wherein a survey will include these constructs involved in the conceptual model. A quantitative approach based on a questionnaire survey will collect data from existing wearable technology users. Data will be analyzed using the structural equation modelling (SEM) method based on IBM SPSS statistics and AMOS 28.0.

Findings: The research findings will provide unique perspectives on user behavior, intention, and actual continuance usage when accepting WFT.

Originality/Value: Unlike previous work, the current thesis comprehensively explores factors that affect consumers' decisions to continue using wearable technology including technological/utilitarian, affective, emotional, psychological, and social factors, along with the role of proposed moderators. That novel research framework is proposed by extending the UTAUT2 model with additional contextual variables classified into performance expectancy, effort expectancy, social influence (societal pressure regarding body image), facilitating conditions, hedonic motivation (to be split up into two concepts: perceived enjoyment and perceived device annoyance), price value, and habit-forming techniques. It adds technology upgradability as a determinant of consumers' behavioral intention and continuance usage of information technology (IT). Further, using personality traits theory and proposing relevant user-specific personal characteristics (openness to technological innovativeness, conscientiousness in health, extraversion, neuroticism and agreeableness) to moderate the research model. Thus, the present thesis obtains a more convincing explanation expected to provide theoretical foundations for future emerging IT (such as wearable fitness devices) research from a behavioral perspective.

ABSTRACTS

Career Pathways and Competency Acquisition for Hospital Leaders

Irene Gabutti | Ilaria Valentini | Americo Cicchetti, Catholic University Rome, Italy

Purpose: The changing features of the healthcare sector and its organizations are debated in countless occasions. New roles are emerging, and professionals must meet expectations through adequate competencies. This study assesses CEOs training and career paths, and their competency profiles to reach the right match to ensure effective results.

Study Design and Methodology: In collaboration with International Hospital Federation (IHF), we administered an e-survey to hospital CEOs through National Hospital Associations. In addition to a descriptive analysis of the sample, the presence of different training and career pathways was assessed and matched to competency profiles through anova tests. Tukey range tests highlighted which training/career characteristics most influenced competency acquisition.

Findings: We have received 220 replies from hospital CEOs in 14 counties. Some significant relationships have emerged between training and career paths and competencies. Other associations were not significant.

Originality/Value: Understanding how to improve training and career pathways of CEOs to improve their skill mix is key in times of deep changes in the healthcare sector. This study sheds light on pros and cons of typical pathways and provides food for thought on how they might be improved.

ABSTRACTS

Testing Contingency Theory to Drive Change toward Integrated Pathways in Primary Care

Chiara Reno, Irene Gabutti, Fiorella Lanzillotta, Ruben Biagini, María José de la Rosa, Massimo Menozzi, Gabriele Gentilini, Maria Pia Fantini, University of Bologna, Italy

Purpose: Primary care and community care are gaining a key role in the design of sustainable and effective healthcare systems. The Italian National Healthcare System has introduced community homes (CHs) to ensure a new combined way of providing clinical and social assistance. However, these have been implemented in very different ways. This study tests contingency theory on CHs to understand the determinants of their heterogeneity.

Study Design and Methodology: A review of regional (of the Italian Emilia Romagna region), national and international regulations and literature has been carried out. Through semi-structured questionnaires to key actors within CHs, an organizational analysis of their configurations has been processed. Results were validated in two communities of practices with key members of CHs.

Findings: The organizational and managerial solutions detected in the Romagna area are in large part variable from setting to setting. Hub and spoke networks, communication flows, and integration of clinical/social services vary considerably across CHs. Contingency theory can explain this variability to a good extent.

Originality/Value: Variability in organizational and managerial solutions of healthcare organizations must be understood and managed correctly to maximize value through a "bottom-up" approach. Contingent factors should be properly considered before imposing strong standardizations to local primary healthcare organizations.

ABSTRACTS

Social Interactions and Cognitive Functions in Elders: Causal Evidence from CHARLS

Ying Chen, Yunnan University, China | Yi Duan, Marshall University, WV | Chen Xu, St. Edward's University, TX

Purpose: Among all aspects of elderly well-being issues, cognitive decline is one of the major challenges faced by countries with aging populations. The well-being of the elderly has been a major concern in China with an aging population. Literature has shown that elders with fewer social ties or interactions tend to experience more cognitive decline and dementia. We investigate the causal effect of social interactions on individual cognitive functions in China.

Study Design and Methodology: We use panel data from China Health and Retirement Longitudinal Study (CHARLS). To deal with the endogeneity problem, we use the availability of community facilities accommodating social gatherings as an instrumental variable for social interaction, as well as lagged social interaction as an alternative instrument.

Findings: We find that attending social activities, attending more types of social activities, and attending social activities more frequently tend to improve individual episodic memory and mental intactness. The policy priority is likely on types of activities and participation frequency rather than participation rates, which suggests that to improve elderly cognitive functions in China, we are supposed to focus on building new types of facilities to expand types of social activities and making these facilities more accessible to improve participation frequency, rather than building new facilities of existing types to increase participation rates.

Originality/Value: We use updated panel data to investigate the causal effect of social interactions on individual cognitive functions in China. To our best knowledge, we are the first to discuss policy priority regarding social interactions affecting elderly cognitive functions, which has very important policy implications.

TRACK 3 HEALTHCARE I AFTERNOON SESSION

bit.ly/thc1mu3

ABSTRACTS

Chronic Physical and Mental Health Conditions Associated with Unemployment in Veterans

Kavita Mosalpuria | Elise Vandersteen Bailey | Fernando Wilson, University of Utah, UT

Purpose: Veterans commonly experience poor health and employment difficulty. However, the research examining potential relationships between chronic or major health conditions and employment in veterans has important limitations. Our study examines those potential relationships using large-scale, nationally representative data. Our hypothesis was that veterans experiencing these conditions would less likely be employed than veterans without these conditions and, further, that there may be differences in these relationships when comparing veterans to non-veterans and male veterans to female veterans.

Study Design and Methodology: We conducted a pooled cross-sectional analysis of the Medical Expenditures Panel Survey data from 2004-2019, which had items addressing health conditions, employment, and military experience. We assessed the relationship between health conditions and employment using multivariate logistic regression. Control variables included demographics, socioeconomic status, and family size.

Findings: Veterans experiencing diabetes, high blood pressure, stroke, emphysema, arthritis, serious hearing loss, poor self-reported mental health, poor self-reported physical health, depression, or psychological distress were less likely to be employed than veterans without those conditions, even after adjusting for potential confounding factors.

Originality/Value: This study adds evidence to our understanding of the role of chronic health conditions in employment status of veterans.

ABSTRACTS

American Healthcare: Why it Costs So Much Yet Remains a Beacon of Growth & Development

Peter Hilsenrath, University of the Pacific, Stockton, CA

Purpose: This presentation describes a recently published book.

Study Design and Methodology: Methodology is descriptive relying on secondary data and sources.

Findings: The health sector has been growing faster than the economy as a whole and displacing other, higher productivity sectors. Productivity in the health sector is restrained by a range of inefficient institutions that have evolved over centuries. Labour markets are inefficient, insurance induces moral hazard, we are loath to address what not to provide, and modern technology is embraced with too little scrutiny. The relative growth of the health sector must and will slow with transformational competitive and regulatory pressures.

Originality/Value: Is the health sector a curse or blessing? It costs too much yet is an engine of growth. There is little in the literature linking the health sector to the broader economy. This book, selected for AUPHA's Bugbee-Falk Award, helps fill that gap.

ABSTRACTS

COVID-19 and the Homeless: Risk Factors, Complications, and Lessons Learned

Liam O'Neill, UNT Denton, TX | Neale Chumbler, University of Tennessee Health Science Center, TN

Purpose: Homeless persons may have underlying comorbidities predisposing them to certain complications and mortality due to COVID-19. Yet few studies have examined the impact of COVID-19 on the homeless using a comprehensive dataset that included comorbidities, complications, and mortality.

Study Design and Methods: A cross-sectional cohort study that utilized the Texas Hospital Inpatient Discharge Data was conducted. The study included 772 homeless patients (ages 18 to 64) who were hospitalized during 2020- 2021 with COVID-19. The baseline comparison group included 144,830 inpatients with COVID-19 who were not homeless. Multivariable logistic regression, controlling for various patient characteristics, was used to estimate the adjusted risk of various complications and mortality.

Findings: Homeless persons had significantly lower mortality rates compared to the baseline (3.2% vs. 8%; p<0.001). They also had significantly lower rates of pneumonia (46% vs. 81.6%; P<0.001).Homeless people had significantly higher rates of delirium (9.7% vs. 6.8%; P=0.001).

Originality/Value: Homeless persons were found to have fewer respiratory complications, including pneumonia, acute respiratory failure, ARDS, and hypoxemia. Homeless persons had more neurological complications, including encephalopathy (delirium), with subsequent mortality. Though having lower overall mortality, homeless persons were more likely to die from neurological complications.

Patient Provider Engagement Varies by Clinic Structure: Results from the PROMIS Learning Lab

Kimberly G. Fulda | Anna M. Espinoza, UNT Health Science Center | Richard A. Young, MD JPS Hospital Family Medicine Residency Program | Zachary N. Hendrix| Yan Xiao, University of Texas at Arlington, TX

Purpose: Patient engagement in family medicine clinics is critical for successful clinical experiences and patient outcomes. Improving patient engagement may lead to increased adherence to medications/treatments and shared decision making. The purpose of this study was to explore the tools/processes/technologies used to improve patient engagement in family medicine clinics. A secondary purpose was to identify what practices providers/administrators would like to use along with what prevents using them.

Study Design and Methodology: This study included qualitative, semi-structured interviews conducted virtually. Participants were administrators at ten family medicine clinics from varying practice structures in the United States. Clinics were intentionally selected to represent different types of practice systems and identify potential differences. Interviews lasted 45 minutes to one hour. The primary outcome included tools /processes /technologies for and barriers to patient engagement.

Findings: The clinics included one federally qualified health center, one concierge practice, two academic health center affiliated clinics, one community-based clinic, one county hospital affiliated clinic, two private practices in urban areas, one private practice in a suburban area, and one practice that provides family medicine care to HIV/AIDS and PREP patients. Clinic structure varies greatly including office hours, technologies, length of visits, services offered, and insurances accepted. EHRs offer a variety of services, but not all facilities have access to them or use them due to their patient population. Tools used to improve patient engagement include 1. Automatic texting, voicemail reminders, or automatic appointment scheduling, 2. Patient portals, 3. Home blood pressure monitors or glucometers, 4. Layout of clinic exam rooms, 5. Use of companies to prescribe supplements, 6. Interpreting services or technologies, 6. Patient home visit summary, and 7. Pictures or copies of prescriptions. Barriers to patient engagement include: 1. Limited time, 2. Difficulty communicating with specialists or other providers, 3. Cost of new technology, 4. Inability to get records from hospitals in a timely manner, 5. Not enough staff, 6. Not enough clinic space, and 7. Language barriers.

Originality/Value: This study offers a view of how methods for patient engagement vary by clinic structure. There is no one-size-fits-all tool or process for patient engagement. Effective strategies to improve patient engagement will vary by clinic structure.

Immigrant Health Disparities in the COVID-19 Era

Fernando A. Wilson, University of Utah, UT

Purpose: Immigrant communities in the US have long-standing economic, legal, and social barriers to accessing healthcare. However, little is known about the impact of COVID-19 on immigrant health. We discuss the immigrant policy landscape and present findings on COVID-19 immigrant disparities.

Study Design and Methodology: The 2020-2021 National Health Interview Survey (NHIS) provides nationally representative data on 50,037 US-born, 5,707 naturalized citizen, and 3,561 non-citizen respondents. Using NHIS, we characterize differences in COVID-19 testing, positive tests, and vaccinations between the US-born, naturalized citizens and non-citizens. Univariate and multivariate logistic regression analyses were used to analyze COVID outcomes, adjusting for demographic factors and being uninsured.

Findings: Our analysis of NHIS suggests that non-citizens reported higher rates of COVID infection (12.2%) than US-born (10.2%). Non-citizens also had significantly lower rates of testing (47.0%) than either US-born (51.2%) or naturalized citizens (52.8%). Among those tested, one in four non-citizens (25.4%) tested positive compared to 18.2% for both US-born and naturalized citizens. 67.7% of non-citizens were vaccinated compared to 70.9% of US-born and 80.9% of naturalized citizens. Multivariate logistic regression analysis suggests that differences remained significant after adjusting for sex, age and year. However, Hispanic non-citizens had 38% higher adjusted odds for testing positive and 24.7% lower odds of vaccination than their Hispanic US-born peers. These differences were associated with lack of health insurance.

Originality/Value: Additional research and targeted interventions are critically needed to determine immigrants' vulnerabilities to COVID-19, including Long COVID, and to lower their barriers to accessing care such as being uninsured

TRACK 4 HEALTHCARE II MORNING SESSION

bit.ly/thc2mu3

A Systematic Review to Understand Challenges in Health Workforce Planning: An International Perspective

Lorena Martini | Luigi Apuzzo | Irene Gabutti | Daniele Pandolfi | Domenico Mantoan, National Agency for Regional Health Services of Rome, Italy

Purpose: We investigate the tools available to health systems to quantify the needs of health personnel in the various care settings, in relation to the paradigm of the centrality of the assisted person.

Study Design and Methodology: This is a systematic review of the literature developed according to the PRISMA methodology.

Findings: Of the initial 1686 articles, we analyzed 21 articles corresponding to our research. Many healthcare systems are gradually shifting from setting-centric to patient-centric approaches in the delivery of healthcare services and proximity health is quickly affecting the agendas of policy makers and managers worldwide. Research is carried out in different countries and continents using various main approaches to determine the HWF planning: supply-based, demand-based, and need-based methods. Different approaches are utilized, based on personal professional judgment or on scientific evidence-based tools.

Originality/Value: This review has several implications for policy makers who are responsible for driving national or local HWF planning activities. It provides practical guidance on how to update HWF approaches to reach the strategic goals of healthcare systems worldwide.

ABSTRACTS

Standards for Comparing For-Profit and Not-For-Profit Short Term Acute Care Hospitals in the US

Daniel J. West | Michael M. Costello, University of Scranton, PA

Purpose: This study examines comparative data on the scholarly and trade press literature to discern evolutionary changes in theme in published articles comparing for-profit and not-for-profit short term acute care hospitals in the US.

Study Design and Methodology: The authors retrieved 38 published articles from a variety of professional sources and then categorized the articles as to whether they emphasized ownership structure, operational comparisons, or quality outcomes. The articles included in the study were published over a 20-year period from 2002 to 2022.

Findings: The authors were able to discern an evolutionary pattern of progression from articles that focused on organizational structure, to comparisons of organizational process to clinical quality outcomes. This pattern coincides with Avedis Donabedian's paradigm of evolutionary progress in measuring quality in health care.

Originality/Value: While earlier studies focused on structural and operational issues, clinical outcomes and overall quality of care have assumed greater importance in comparing for-profit and not-for-profit hospitals. These measures should be monitored to discern changes in patterns over time.

ABSTRACTS

The 2022 International Monkeypox Outbreak and Challenges Faced by the United States

Isha Patel, Prowess | Rea Pillaia, Prowess LLC, VA | Rajesh Balkrishnanb, University of Virginia, VA | Alberto Coustasse, Marshall University, WV

Purpose: The first case of monkeypox was detected in 1970 in the Democratic Republic of the Congo. Since then, there has been several instances where monkeypox has been reported in non-endemic countries, beginning in 2003 and as recent as May 2022. Figures from the CDC highlight the prevalence of the virus at approximately 27,000 within the United States (US) (the highest number of cases witnessed in California and New York). This review seeks to outline the available publications and describe the development of the infection as it pertains to cases today, along with possible treatments and disease management strategies in the Unites States.

Study Design and Methods: This study design was a literature review following a systematic approach using 12 sources.

Findings: According to the World Health Organization (WHO), as of 21st October 2022, 75,345 confirmed cases and 32 confirmed deaths related to monkeypox have been reported globally across 109 locations. While according to WHO, the global monkeypox transmission risk is moderate, it is high in Europe and the American continent. The United States has the highest number of cases amounting to 27,884 and 6 deaths. The United States, along with Brazil, Spain, France, the United Kingdom, Germany, Columbia, Peru, Mexico, and Canada, together, account for 86.5% of the overall global caseload.

Originality / Value: The international monkeypox outbreak of 2022 has brought to light similar issues that plagued the U.S. at the beginning of the COVID-19 pandemic back in 2020. These include vaccine dissemination, and disease misinformation. This presentation will elaborate on the aforementioned issues and perceptions about high-risk populations including men having sex with men and sex workers during the ongoing monkeypox outbreak in the United States. The presentation will also focus on solutions that are, or need to be implemented in the U.S. to control the spread of the disease.

Development of a National Chronic Kidney Disease Registry in Latin America: Experiences from Colombia

Andrés Mauricio García Sierra | Xinliang Liu, University of Central Florida, FL | Nathaly Ramírez Garcia | Ana María Valbuena García | Lizbeth Acuña Merchan, Fondo Colombiano de Enfermedades de Alto Costo, Colombia

Purpose: Chronic kidney disease (CKD) is a worldwide public health problem that is often difficult to recognize by patients and physicians. In countries such as Colombia, it is considered a high-cost disease and has been associated with a high burden of disease. Accordingly, this paper aims to describe the sociodemographic and clinical characteristics and risk management indicators of CKD patients based on the Colombian Chronic Kidney Disease Registry (CCKDR) data to guide the development and improvement of CKD registries in other Latin American countries.

Study Design and Methodology: This cross-sectional study includes effective and efficient follow-up data of patients with CKD. Based on CCKDR data from 2019, the sociodemographic and clinical distribution of patients is presented by classifying the CKD stage. Incidence, prevalence, and mortality rates were calculated. Additionally, eighteen nephroprotection indicators are presented, which were defined by a Colombian national consensus. Means and standard deviations were used for normal distribution variables; medians and interquartile ranges were used for non-normal distribution variables. Categorical variables were described using counts and percentages.

Findings: In Colombia in 2019, there were 925,996 patients with CKD with the majority (50.94%) having Stage 3. The mortality and morbidity indicated a decreasing trend from 2017 to 2019. The highest and lowest performance indicators were in stage 5 with non-dialysis medical therapy (NDMT, 77.13%) and stage 5 without renal replacement therapy (RRT, 48.85%), respectively. Blood pressure control and Low-Density Lipoprotein measurement showed a high level of compliance for all CKD stages.

Originality/Value: CCKDR represents a comprehensive and dynamic system for identifying and monitoring patients with CKD, which enables the development and implementation of interventions that facilitate the preservation of renal function and prevention of complications at a national level.

TRACK 4 HEALTHCARE II AFTERNOON SESSION

bit.ly/thc2mu3

Fighting the Opioid Crisis and HIV/AIDS Infection in West Virginia by Utilizing Needle Exchange Programs

Stacie Deslich | Thomas Norton | Katherine Duty | Amber Graves | Anthony Uriarte | Alberto Coustasse, Marshall University, WV

Purpose: Needle Exchange Programs [NEP]s were created to help users exchange used needles for new sterile ones and become aware of treatment and rehabilitation options. There is evidence that these programs help reduce the spread of HIV and Hepatitis C, along with healthcare cost savings. This study aimed to examine the effects of NEPs on Hepatitis C and HIV infections in West Virginia, thereby increasing healthcare cost savings.

Study Design and Methodology: The research was a qualitative study using mixed methodologies with a literature review complemented by three semi-structured Interviews.

Findings: The results suggest that NEPs positively impacted reducing infections and had a negligible effect on healthcare costs. Further, the findings indicated that removing a NEP from a community correlated with increased HIV and AIDS infections in Charleston, West Virginia. This relationship implies that not only do NEPs positively impact community health, but the removal of the program has a negative influence on the drug-user population.

Originality/Value: The value of this study is to add to the body of knowledge regarding the opioid crisis and its possible solutions. Findings can be applied to other rural communities similar to West Virginia's rural areas.

ABSTRACTS

Do Hospitals Achieving "Leader in LGBTQ Healthcare Equality" Maintain Higher Patient Scores Compared to Nonleaders?"

Rita DiLeo | Seongwon Choi | Tari Hanneman | Ali Riza Demirbas | K. Ria Hearld | Paul Datti, Paul | Nancy Borkowski, University of Scranton, PA

Purpose: This study aimed to determine whether the LGBTQ Healthcare Equality Leader institution designation advantage found by DiLeo et al (2020) has a continuing positive effect on Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) performance.

Study Design and Methodology: The analysis included four secondary data sets for years 2015 and 2018: (1) HEI; (2) American Hospital Association's (AHA) annual survey; (3) Area Health Resources Files (AHRF); and (4) HCAHPS survey.

Findings: We found that patient scores for both overall rating and willingness to recommend were higher with noted improvement for HEI Leader institutions as compared with non-HEI Leader institutions over this study's 3-year period. Based on the findings of this study, it can be implied that hospitals do receive a return on their investment for achieving or maintaining the HEI Leader designation and this investment benefits all populations served by the organization inferred by their maintained higher patient experience scores.

Originality/value: The authors believe the arguments used to support the theses of this paper are unique.

CEO Gender and California Hospital Performance

Samantha Larson | Luke Petach | David K. Wyant | Jack C. Massey, Belmont University, Nashville TN

Purpose: This project explores variation in hospital performance using CEO gender as an independent variable.

Study Design and Methodology: The primary data used in this investigation are from the California Department of Health and Human Services (CHHS) Hospital Annual Financial Data series. The CHHS data contain annual facility-level information on service capacity, inpatient/outpatient utilization, patients, revenues, expenses by type and payer, as well as assets, liabilities, equity, and other balance sheet information. We used the calendar-year CHHS Annual Financial Data files to construct a facility-level panel for 350 different California hospitals for years 2010-2020 (3,850 facility-by-year observations).

Findings: We present tables with sample means for the full sample and by gender. We also break out investor-owned facilities and non-profit facilities and report sample means by gender.

Originality/Value: Importantly, the CHHS data identifies the CEO of each facility included in the sample. We used an algorithm developed by Blevins and Mullen (2015) to assign genders to personal names based on historical data. The algorithm uses the Social Security Administration Baby Names dataset to predict the proportion of individuals of a given name that belong to each gender based on individuals' birth years.

An Alternate Route or a Do-Over: Moving into the Pandemic and Beyond it

Liz Alexander | Monisha Gupta, Marshall University, WV

Purpose: This paper traces the efforts made by educational institutions to steer and facilitate their faculty to offer continued education during the pandemic. To do this it studies the impact from the student's standpoint and how these outcomes could shape the efforts of the instructors and educational institutions in the future. The onset of COVID-19 created a great deal of uncertainty in terms of its long-term impact on student learning and the ability to revert to the old "normal".

Study Design and Methods: To understand this more closely, an email survey was distributed to students enrolled at a mid-Atlantic university in December 2020. The survey sought to ascertain characteristics of the students, their online and/or virtual learning experiences, as well as the Digital Native (Teo 2013) and Resistance to Change (Oreg 2003) scales with a concluding open-ended question for additional comments. Data was collected from 904 respondents; all the respondents were students enrolled at the university. It is noteworthy that before the pandemic, the university offered many asynchronous online classes to support its face-to-face platform. These were however not the mainstay and not offered by all faculty members. This background is vital while evaluating the survey comments gathered during the research process.

Findings: Content analysis of respondent comments revealed both negative and positive sentiment. Further analysis of the positive comments revealed main categories of flexibility, professor adaptability, student compatibility, and university support, while the negative comments were categorized as perceived excess workload, student compatibility, professor adaptability, and university support. Additional quantitative analysis showed that In general, students experienced difficulty in most all areas. Little difficulty was reported with regards to hardware and software availability while attending class virtually. Managing distractions was a pain point, relative to other issues like family, technology, and instructor support, time management, and increasing responsibilities. Further analysis will be undertaken to determine differences in experiences in general, as well as between student groups, such as class rank and age along with digital native and resistance to change characteristics.

Originality and Value: As higher education moves towards a new standard or "normal" methods of delivery, both student and instructor perceptions and adaptability of delivery modes that include synchronous, asynchronous, in-person, or a mix of two or even all three methods will need to be addressed and managed to provide quality instruction and learning.

ABSTRACTS

Telehealth in Speech-Language Pathology: The Path to Nationwide Licensure Reciprocity

Casey W. Baker | Jennifer W. Baker, Marshall University, WV

Purpose: We identify legal pathways towards nationwide reciprocity for the practice of speech-language pathology via telehealth.

Study Design and Methodology: We perform a qualitative review of existing literature and laws, focusing on 51 local and state speech language pathology regulatory systems (statutes and regulations) and publicly available information from accrediting organizations, including the American Speech and Hearing Association and the American Medical Association.

Findings: We examine various licensure requirements for speech-language pathologists among the fifty states and the District of Columbia, with regard to telehealth practice. We conclude with recommendations to lawmakers to adopt a nationwide telehealth licensure reciprocity system to better facilitate delivery of therapy to patients with limited-service options. A nationally imposed mandate, tied to state Medicaid funding, would be an effective mechanism for the reciprocity system.

Originality/Value: The COVID-19 pandemic interrupted in-person speech therapy services nationwide. Telehealth was a possible work-around for many patients, but the patchwork of licensure requirements across local jurisdictions limited its usefulness. Post-COVID, a simplified, nationwide reciprocity system, limited to telehealth services, would improve patient access to services. Identifying the legal pathways for implementing such a system is critical.

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