Factors Analysis That Influences The Success Of Hospital Accreditation From Human Resources Perspective

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ABSTRACT

The research aims to determine and analyze the role of human resource performance for health workers in mediating teamwork, collaboration, and leadership management towards the success of government hospital accreditation in Serang City. The method used is an explanatory approach that describes hypothesis testing using inferential statistical analysis in the context of generalization. This research refers to the Structural Equation Model (SEM) provisions. In this research, 250 samples were needed. Based on the results of the analysis, it can be concluded that 1) Teamwork has a positive effect on the success of hospital accreditation through the mediation of HR performance of health workers, 2) Collaboration has a positive effect on the success of hospital accreditation through the mediation of HR performance of health workers, 3) Leadership management has no effect on the success of hospital accreditation through the mediation of HR Performance of Health Workers.

Keywords: *Teamwork, Collaboration, Leadership Management. Performance Healthcare Workers, Hospital Accreditation Success*

1. INTRODUCTION

Hospital accreditation is an assessment and determination of hospital services based on service standards determined by an independent accreditation agency established by the Minister of Health to provide quality patient services [1]. A hospital accreditation assessment can increase the public's evaluation of the quality of the hospital [2]. The success of accreditation cannot be separated from the factors that influence it, one is human resources for health workers, especially nurses and midwives [3]. In health human resources, several factors can support the success of hospital accreditation, namely teamwork, collaboration, and leadership management [4].

The purpose of this study is to evaluate and assess how collaboration affects the government hospitals in Serang City's accreditation process. [5]. To evaluate and assess how teamwork affects the effectiveness of editing government hospitals in Serang City [6]. To evaluate and assess the impact of leadership management on the Serang City government hospital's accreditation process [7]. To evaluate and assess the impact of teamwork on the HR performance of Serang City government hospital employees [8]. To evaluate and assess the impact of cooperation on the HR performance of Serang City government hospital employees [9]. To evaluate and assess the impact of leadership management on the HR performance of Serang City's government hospital employees [10]. To evaluate and assess the impact of the human resource performance of healthcare professionals on the accomplishment of government hospital accreditation in Serang City [11].

Teamwork is a group in which individuals produce a performance greater than the individual's input[12]. Generally, a work team can also be defined as a formal group consisting of separate individuals responsible for achieving a goal [13]. Collaboration or cooperation between health professionals is influential in optimizing patient health services[14]. Leadership in the health sector is needed, especially now that

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changes towards quality need the excellent hands of management leaders to realize the organization's goals [15].

The literature review refers to theories related to research variables: According to the [16], The practice of evaluating health service companies—in this case, hospitals—by worldwide accrediting organizations using global standards is known as accreditation. This procedure is particularly important for non-government hospitals. It has been established. Meanwhile, according to [16], Patient happiness and the standard of care given to patients are positively impacted by hospital certification. As stated by [17], the general aim of accreditation is to get an idea of the extent to which the hospital has fulfilled the standards that have been set. Factors influencing hospital accreditation's success in fulfilling the services provided to its patients [18]: 1. Human resources, 2. Budget, 3. Supervision, and 4. Socialization of accreditation and standard operational procedures [19].

A team is a group of people who, when joining a team, will have specific needs, which include effective communication, active listening, resolving conflicts that arise, and maintaining motivation among team members [20]. Work teams are groups where individuals produce a performance level more significant than the individual's input [21]. Generally, a work team can also be defined as a formal group consisting of separate individuals responsible for achieving a goal [22]. To measure teamwork, indicators that can be used to assess employee teamwork are needed, namely [23]. 1. Same goals, 2. Enthusiasm, 3. Clear roles and responsibilities, 4. Effective communication, 5. Conflict resolution: finding agreement to solve problems; 6. Share power, and 7—skills owned by group members [24].

Collaboration or cooperation between health professionals is influential in optimizing health services for patients [25]. According to [26], Factors that support collaborative practice between health professionals can also reduce the risks posed by the length of treatment health, such as 1. Reducing the number of patients suffering from complications, 2. Length of stay in hospital, 3. Conflict between patients and aregivers, 4. Rotation of health workers, 5. Patient mortality rate[27].

According to [28], The process of organizing, planning, supervising, and guiding an organization's or company's members' work is known as management. and using all available resources to achieve company/organization goals. According to Lawrence A. Appley, the definition of management is the skill of moving people to do something [29]. Also, according to George R. Terry [30], Planning, organizing, transferring, and monitoring are common steps in the management process that are done to identify and use human resources to accomplish predefined goals. [31]. as well as other sources [32]. Indicators that show the success of a leader are [33] 1. Being highly responsible for leading organizational change and ensuring that it has a significant impact [34]. 2. Willing to embrace novel concepts to foster effective interpersonal communication [35]. 3. Enhance your strengths without discounting your flaws [36]. 4. Take on obstacles with courage. 5. Take initiative to seize possibilities. 6. Take lessons from past mistakes and apply them regularly. [27]. 7. Create and inspire enhanced HR competencies. 8. Improving professional leadership competencies proficiency [32]. 9. Put the halo effect to use in developing networking [37].

Based on research conducted by [38], the research results show that leadership style variables impact employee performance[39]. Variables related to leadership style have an impact on worker performance. [40]. However, in research conducted by [41], The findings indicated that there was no correlation between employee performance and leadership style. It is required to do additional research on the effects of leadership style variables on employee performance since there is a research gap between these two studies, wherein the study results employing the same variables reveal different outcomes. [42].

Based on research results from [43] demonstrate that cooperation has an impact on worker performance; the significance of these findings is demonstrated by deft PLS computations that yield T-statistics > 1.96 and P-values < 0.05. This is different from research conducted by [44], indicating that teamwork does not influence employee performance. Thus, it is necessary to re-analyze the influence of collaboration on employee performance[2].The analysis results show that the samples used in each study are still relatively low, on average, using a selection of 40 people, so this can influence the interpretation of the results and allow for external validity of the findings[1]. For this reason, future research must use a larger sample by adding other variables as intervening variables predicted to influence employee performance[11].

Meanwhile, research gaps are based on deficiencies in the results of previous research.conducted by [45]. This study uses a qualitative method. Findings indicated that while health professionals did not immediately notice notable cultural differences following certification, 15 months after accreditation there

was a notable rise in hierarchical culture and a decline in group culture. [44]. In this research, the rationale for the Role of Human Resource Performance of Health Workers in Mediating Teamwork, Collaboration, and Leadership Management on the Success of Government Hospital Accreditation in Serang City can be explained:

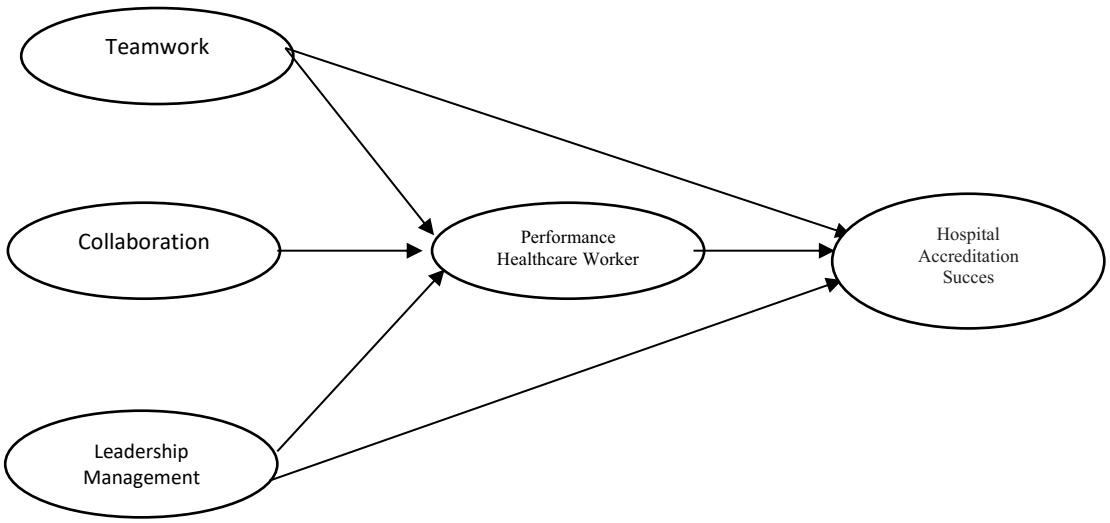

Figure 1. Framework Research

2. THEORETICAL REVIEW

2.1 Team work on performance

Teamwork in an organization is essential; when teamwork is high, employee performance will be increased; conversely, when teamwork is low, employee performance will decrease[38].

Employee performance largely depends on supporting components, one of which is good teamwork. Teamwork will shape the character of an efficient and effective job. Collaborating on a job will increase its efficiency so that it will take less time. This is what can raise worker productivity. [39].

H1: the influence of team work on performance

2.2 Collaboration on performance

In an organization, the activity of all individuals or employees is required, including in health organizations such as hospitals. When collaboration is high, employee performance will be increased. On the other hand, when collaboration is low, employee performance will also be low[42].

Collaboration is necessary in the world of work because every job is interrelated. When collaboration is implemented well, it can make every part of the work easier and can speed up the completion of tasks for each division. When one of the divisions or employees does not collaborate, it can be said that the team's work will not be completed quickly[44].

H2: the influence of team work on performance

2.3 Leadership management on performance

Every company needs a leader to direct and manage every activity process in the organization; apart from that, the leader can plan and implement strategies to achieve organizational goals[40].

When management leadership is high, employee performance will be increased; conversely, when management leadership is low, employee performance will be low. Leadership management is essential in

monitoring all activities within the company to achieve company goals. So, management in leadership is very good for improving employee performance[46].

H3: the influence of leadership management on performance

2.4 Team Work On Hospital Accreditation

To increase hospital accreditation, various supporting elements or variables are needed that influence this increase. One of them is teamwork. When teamwork is high, hospital accreditation can be high; conversely, when collaboration is low, hospital accreditation will also be common [41].

In increasing the evaluation of hospitals, many things can affect the improvement, so these elements need to be considered[43].

H4: The influence of collaboration on Hospital accreditation

2.5 Collaboration On Hospital Accreditation

An organization's worth or accreditation is determined by the way its members or constituents conduct themselves. Effective collaboration both inside and between divisions is greatly influenced by collaboration. Higher collaboration results in better accreditation; conversely, poorer collaboration results in lower accreditation.[45].

Accreditation emphasizes how inter-divisions work together to improve organizational performance and improve employee performance. So, with good collaboration, you can improve organizational assessment and achieve success and organizational goals[2].

H5: The influence of collaboration on hospital accreditation

2.6 Leadership management on Hospital Accreditation

Leadership is vital in carrying out the activities of an organization. In hospital organizations, leaders are critical in moving each division and individual continuously with the work program toward organizational goals[11].

The higher the management leadership, the better the hospital accreditation. Because good leadership management will be able to regulate the implementation of the vision and mission well. On the other hand, when management leadership is low, it is challenging to achieve hospital accreditation because activities within the organization are not well-directed [45].

H6: the influence of leadership management on hospital accreditation

2.7 Team work, collaboration, and leadership management on Hospital Accreditationthrough performance

Hospital accreditation can increase through employee performance, which is influenced by teamwork, collaboration, and leadership management. When teamwork is high, high performance impacts high hospital accreditation. When collaboration is high, performance will be increased, resulting in high hospital accreditation, and when management leadership is high, hospital accreditation will be high[38].

H7: The influence team work, collaboration, and leadership on hospital on hospital accreditation through performance

3. RESEARCH METHODOLOGY

This kind of research is quantitative and applies a correlational technique to try and establish a relationship between exogenous and endogenous variables through or without the use of intervening variables. This research can also be said to use an explanatory approach which describes Hypothesis testing using inferential statistical analysis in the context of generalization. This research was carried out at RSUD dr. DradjatPrawiranegraSerang Banten. The population was 737 people, with a sample size of 250 people.

An inferential three-box method analysis is used in descriptive analysis. For inferential analysis, a version of the original structural equation is employed in the Partial Least Square - Structural Equation Modeling test. Testing the expected impact of the link between variables in a model is appropriate for the

PLS approach. Thus, PLS-SEM is employed. [47]. The inferential analysis method uses PLS-SEM, namely by using a measurement method (outer model) which is assessed using composite reliability, convergent validity, and discriminant validity; the Structural Model (Inner Model) is computed using t-test, R-square for dependent constructs, and the significance of structural path parameter coefficients. [37].

4. RESULT & DISCUSSION

Convergent validity, which gauges the strength of the correlation between the indicator and variable scores, is the outer model measurement. When it comes to discriminant fact, the composite reliability, Cronbach's alpha value, and AVE (average variance extracted) value are all greater than 0.5 or indicate that all of the variable's outer loading dimensions have loading values over 0.7. Reliability is defined as having a combined reliability rating greater than 0.7 and a Cronbach's alpha value greater than 0.6..

The convergent validity image for each variable is in Figure 2.

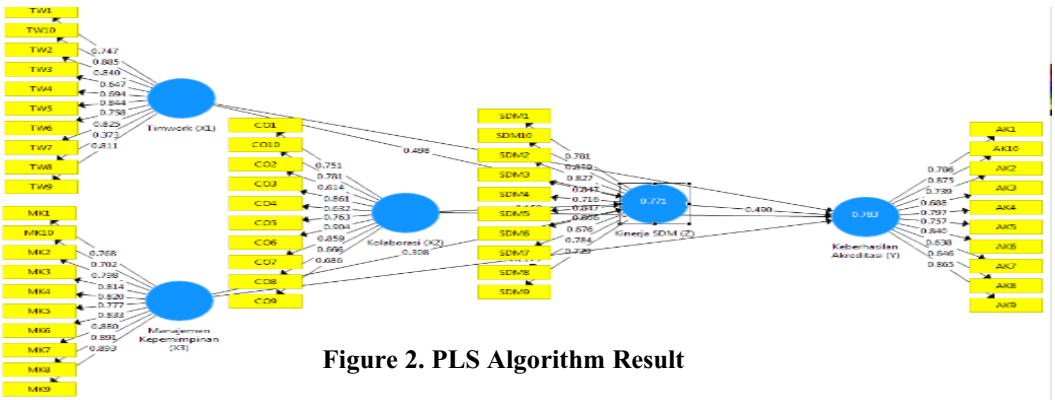

Figure 2. PLS Algorithm Result

An AVE (average variance extracted) value of greater than 0.5 or the demonstration that each of the variable's outer loading dimensions has a loading value above 0.7 can be used to assess the validity and reliability of the construct, Cronbach's alpha value and composite reliability. Reliability is defined as having a combined reliability rating greater than 0.7 and a Cronbach's alpha value greater than 0.6..

Table 1. Validity & Construct Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Hospital Accreditation Success	0,918	0,921	0,935	0,674
Performance Healthcare Worker	0,930	0,932	0,942	0,642
Collaboration	0,917	0,919	0,937	0,713
Leadership Management	0,945	0,949	0,953	0,672
Team Work	0,923	0,924	0,938	0,684

Sources: Primary Data Processing Results (2023)

Table 1 indicates that in order to evaluate a construct's validity using the AVE value, a good model must be used if each construct's AVE value is greater than 0.5 [48]. The AVE output results demonstrate that each construct's AVE value is greater than 0.5, indicating that every construct in the estimated model

satisfies the discriminant validity requirements [8].Every research variable has a composite reliability score greater than 0.7. It is possible to conclude that all variables have a high internal consistency reliability because these results show that each variable has satisfied composite reliability. Given that the Cronbach's alpha value is more than 0.6, all variables are likely to have good reliability.

Table 2. R Square

Variable	*R Square*
Hospital Accreditation Success	0,786
Performance Healthcare Worker	0,725

Sources: Primary Data Processing Results (2023)

Based on table 2 shows that the R-square value for the Accreditation Success model is 0.725 and for the Human Resources Performance of Health Workers is 0.786, so the Accreditation Success variable and the Human Resources Performance variable for Health Workers have a robust model [49]. The results of calculating the Q-Square value are as follows:

$$QSquare = 1 - \{(1 - 0{,}725)x(1 - 0{,}786)\}$$

$$QSquare = 1 - \{(0{,}275)x(0{,}214)\}$$

$$QSquare = 1 - \{0{,}059\}$$

$$QSquare = 0{,}941$$

A Q2 value of 0.941 is displayed in the Q2 calculation results. As stated by [50], When the model's Q2 value is larger than zero, it is said to be flawless and its predictions are deemed significant. [51].

The amount of the endogenous latent variable's effect size on the exogenous latent variable is ascertained using the f square model value. [52]. The latent variable predictor is said to have a major influence if the f square value is 0.35; a medium effect is indicated if the value is 0.15; and an insignificant influence is indicated if the value is 0.02. [53].

Table 3. Effect Size

	Hospital Accreditation Succes	Performance Healthcare Worker
Hospital Accreditation Succes		
Performance Healthcare Worker	0,118	
Collaboration	0,117	0,075
Leadership Management	0,049	0,191
Teamwork	0,006	0,338

Sources: Primary Data Processing Results (2023)

The effect size data are interpreted as follows in light of Table 3: Because the effect size value is 0.049, the association between leadership management and accreditation success is minimal. [7]. In contrast, the relationship between leadership management and the HR performance of health workers has a moderate impact of 0.191, above the value of 0.15 [21]. So, it can be concluded that leadership management in the success of accreditation andhuman resource performance for health workers has a moderate influence [54].

With an impact size value of 0.006, the association between accreditation success and teamwork falls into the low group as it is less than the 0.35 threshold. Nonetheless, collaboration has a significant impact on health workers' human resource performance (0.338). [19]. With an effect size value of 0.117, the correlation between collaboration and accreditation achievement falls into the poor category. On the other hand, the association between partnership and human resource performance is of modest sort, with an impact size value of 0.075. [25]. The The effect size of the correlation between the accreditation success and the human resource performance of health workers is 0.118, which falls into the poor range. [55].

The P-value is used to calculate the significant value of accepting a hypothesis [18]. If the P-value is less than 0.05, the study hypothesis can be deemed to be conducted. Using a bootstrapping method on a legitimate and trustworthy model that satisfies the model's feasibility, find the P-value in Smart PLS [16]. The table below shows the bootstrapping findings.

Table 4. Bootstraping Inner Model Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Performance Healthcare Worker □ Hospital Accreditation Success	0,389	0,399	0,081	4,787	0,000
Collaboration □ Hospital Accreditation Success	0,286	0,278	0,084	3,412	0,001
Collaboration □ Performance Healthcare Worker	0,195	0,194	0,050	3,885	0,000
Leadership Management □ Hospital Accreditation Success	0,186	0,184	0,068	2,733	0,007
Leadership Management □ Performance Healthcare Worker	0,297	0,298	0,078	3,789	0,000
Team Work □ Hospital Accreditation Success	0,082	0,082	0,136	0,598	0,550
Team Work □ Performance Healthcare Worker	0,486	0,486	0,071	6,876	0,000

Sources: Primary Data Processing Results (2023)

The measurement model was subjected to the Bootstrapping process, as shown in Table 4, yielding the subsequent hypothesis testing outcomes: The P-value is 0.550 > 0.05 with a statistical value of 0.598, meaning that there is no significant influence between teamwork on the success of hospital accreditation, so H1 is rejected. P-Value 0.001 < 0.05 is 3.412, It indicates that cooperation has a major positive impact on the achievement of hospital accreditation. [14], [16]. H2 is acceptable since a positive value in the parameter coefficient indicates that the success of hospital accreditation increases with the strength of the cooperation. [36]. The statistical value of 2.733 indicates a substantial positive correlation between hospital accreditation success and leadership management, with a P-value of 0.007 < 0.05. [8], [51]. H3 is acceptable since a positive value for the parameter coefficient indicates that hospital accreditation success increases with management leadership. [7], [17].

With a statistical value of 6.876, the P-value is 0.000 < 0.05, indicating a significant positive relationship between collaboration and the human resource performance of health personnel. [10], [25], [30]. H4 is acceptable since a positive value in the parameter coefficient indicates that health professionals' human

resources function better when there is greater collaboration. The statistical value of 3.885 indicates a substantial positive correlation between collaboration and the HR performance of health workers, with a P-value of 0.000 < 0.05. [6], [9]. H5 is acceptable since a positive value in the parameter coefficient indicates that health workers' HR performance increases with collaboration. [7], [30], [36].

A statistically significant positive correlation between leadership management and the HR performance of health workers is indicated by a P-value of 0.000 < 0.05 and a statistical value of 3.789. [2]. H6 is acceptable since a positive value for the parameter coefficient suggests that health professionals' HR performance increases with higher leadership and management. 0.000 < 0.05 for the P-value and 4.787 for the statistical valueThis indicates that there is a strong positive correlation between the effectiveness of hospital accreditation and the human resource performance of health staff. [7], [27], [30], [50]. H7 is acceptable since a positive value in the parameter coefficient indicates that hospital accreditation success increases with health workers' HR performance. [1], [56]. The mediation value was obtained from the "Specific Indirect Effect" calculation results in SMARTPLS.

Tabel 5. SpecificIndirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Collaboration □Performance Healthcare Worker □ Hospital Accreditation Success	0,076	0,074	0,024	3,198	0,001
Leadership Management □ Performance Healthcare Worker □ Hospital Accreditation Success	0,116	0,113	0,031	3,705	0,000
Team Work □ Performance Healthcare Worker Hospital Accreditation Success	0,189	0,191	0,060	3,146	0,002

Sources: Primary Data Processing Results (2023)

The relationship between collaboration and HR Performance of Health Workers (P-Value = 0.001) and between teamwork and HR Performance of Health Workers (P-Value = 0.002), as well as the relationship between leadership and management, were found based on Table 5. The results of the Specific Indirect Effect analysis using Smart PLS, as in Table 4.24 above. Health workers' HR performance (P-Value = 0.000) remains significant at P-Value < 0.05 (5% alpha significance). The independent variable may directly affect the dependent variable through or involving the mediator (intervening) variable, leading to the conclusion that this mediation is only pseudo or partial (partially mediating). If there is a significant relationship between the independent and dependent variables in the Specific Indirect Effect, then complete mediation takes place. [3], [5].

5. CONCLUSIONS, RESEARCH LIMITATIONS AND RECOMMENDATIONS

The following conclusions about this research can be made based on the analysis: 1) There is no significant influence of teamwork on the success of hospital accreditation. The lower the teamwork, the lower the success of hospital accreditation. 2) Hospital accreditation success is significantly impacted by collaboration. The success of hospital accreditation increases with more collaboration.. 3) Hospital accreditation achievement is greatly influenced by senior management; therefore, the more successful the hospital, the more successful. 4) Health workers' human resource performance is significantly impacted by teamwork. Health personnel perform better in human resources when they work in teams. 5) Health workers' human resource performance is greatly impacted by collaboration. Health personnel do better in HR when there is more teamwork.. 6) Health professionals' performance in terms of human resources is greatly impacted by leadership management. Health professionals' HR performance increases with

increased levels of leadership and management. 7) The effectiveness of health workers' human resources has a big impact on accreditation success. The better the health personnel' HR performance, the greater the success of hospital accreditation.

Hospital management should first assign the accreditation team to coordinate with the work team to prepare for complete accreditation. Hospital management should collaborate with related parties to ensure the success of hospital accreditation. The house management should prepare the needs for implementing accreditation, both morally and materially, and the workforce. Hospital management should equip health workers with training to improve the quality of hospital services so that patient satisfaction increases, impacting the success of hospital accreditation. For agencies, this research has proven theories that support and are believed to be scientifically correct regarding improving the performance of health workers. Therefore, it is hoped that these.Findings can be used as a basis for making policies for the Serang City Health Service to encourage the creation of Serang City Health Worker Performance to implement optimal quality health services. For further research, it is necessary to apply the mixed or action research method to design the most effective program in service quality. Further research can be carried out in several hospitals to make the study results more valid and the population wider.

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