



THE ROLE OF NURSING LEADERSHIP IN HEALTH SERVICES ACCREDITATION

Ni Made Ary Lisnawati¹, I Gede Suasnawa¹, Ni Made Widnyani², Ni Luh Gde Nita Sriwahyuningsih²,
Ni Luh Darmayanti³

¹Universitas Bali Internasional, Gg. Jeruk No.9A, Tonja, Denpasar Timur, Denpasar, Bali 80234, Indonesia

²Institut Teknologi dan Kesehatan Bali, Jl. Tukad Balian No.180, Renon, Denpasar Selatan, Denpasar, Bali 80227, Indonesia

³Politeknik Transportasi Darat Bali, Jl. Batuyang No.109X, Batubulan Kangin, Sukawati, Gianyar, Bali 80582, Indonesia

*arylisna87@gmail.com

ABSTRACT

Law Number 17 of 2023 concerning Health states that every health service facility is obliged to continuously and sustainably improve the quality of health services, one of which is by means of accreditation. Accreditation is a recognition of service quality. The success or failure of health service facilities in achieving accreditation goals is very dependent on the leadership's ability to improve. Commitment from nurses in implementing accreditation in health services. This research design uses a scoping review, with 8 articles published from 2019-2024 in English or Indonesian, as well as complete articles. The literature review protocol and evaluation uses the PRISMA checklist to determine the selection of studies that have been found and adapted to the objectives of the literature review. Accreditation has a positive impact on the quality of health services in health service facilities. The role of nursing leaders has an important meaning in implementing accreditation. The role of nursing leaders has an important meaning in implementing accreditation in health service facilities. The ability of leaders to foster a sense of commitment from nurses plays a role in implementing accreditation in health services.

Keywords: accreditation of health care facilities; health services accreditation; nursing leadership

First Received 27 February 2024	Revised 15 March 2024	Accepted 02 April 2024
Final Proof Received 20 April 2024		Published 29 April 2024
How to cite (in APA style) Lisnawati, N. M. A., Suasnawa, I. G., Widnyani, N. M., Sriwahyuningsih, N. L. G. N., & Darmayanti, N. L. (2024). The Role of Nursing Leadership in Health Services Accreditation. <i>Indonesian Journal of Global Health Research</i> , 6(2), 1067-1080. https://doi.org/10.37287/ijghr.v6i2.3901 .		

INTRODUCTION

Health service facilities based on Government Regulation Number 47 of 2016 are a tool and/or place used to provide health service efforts, whether promotive, preventive, curative or rehabilitative, carried out by the central government, regional government, and/or the community. The types of health service facilities include (1) independent practice places for health workers; (2) community health center (Puskesmas); (3) clinic, (4) hospital; (5) pharmacy; (6) blood transfusion units (UTD); (7) Health laboratory; (8) optical; (9) medical service facilities for legal purposes; and (10) Traditional Health Service Facilities. As an effort to improve the quality of services in health service facilities, Law Number 17 of 2023 concerning Health states that every health service facility is obliged to improve the quality of health services internally and externally continuously and sustainably.

Internal quality improvement is carried out by health service facilities through regular quality improvement efforts, including through risk management, measuring and reporting quality

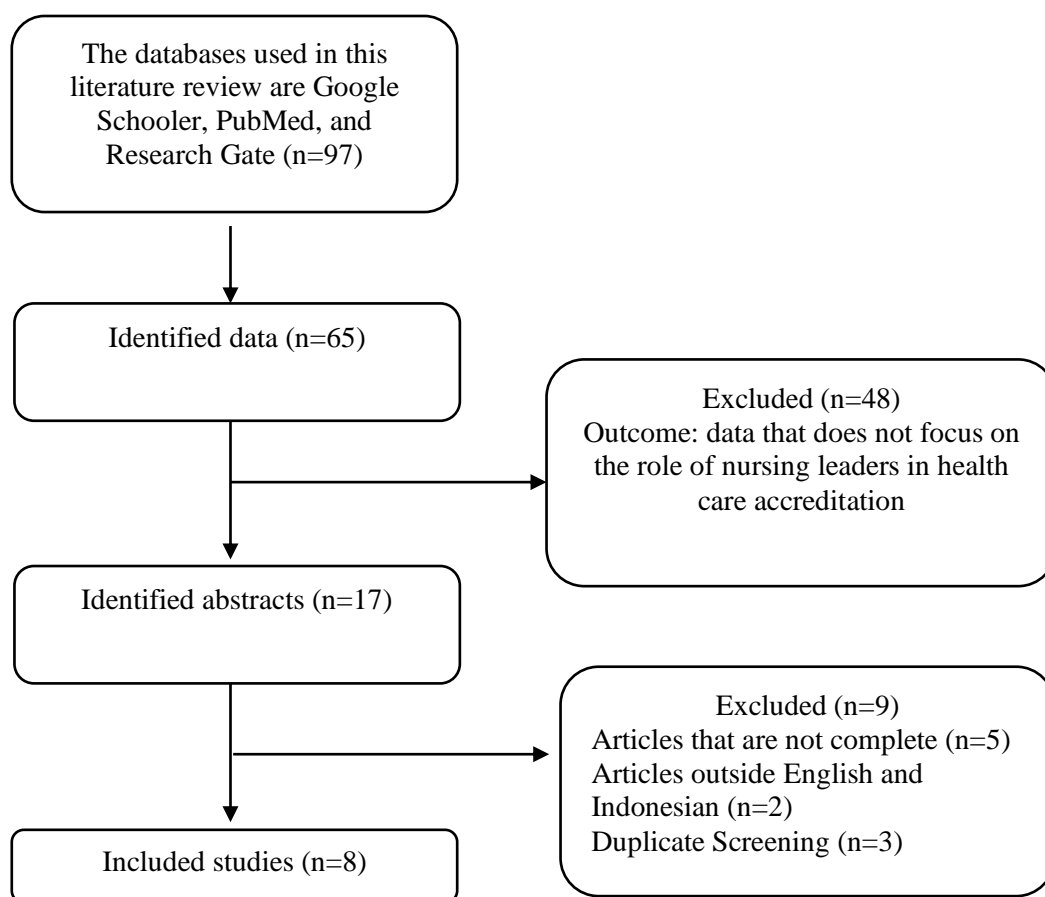
indicators, and reporting patient safety incidents. Internal quality improvement is the most important thing for health service facilities to ensure service quality. External quality improvement is part of efforts to improve the quality of services in health service facilities as a whole, through licensing, registration and accreditation activities. Minister of Health Regulation Number 12 of 2020 concerning Hospital Accreditation states that accreditation is an acknowledgment of the quality of service, after an assessment is carried out that health service facilities have met accreditation standards. Accreditation of Health service facilities is carried out by the Minister of Health or the accreditation administering institution that has been determined by the Minister.

Accreditation is carried out no later than by a Health service facility after operating 2 (two) years after obtaining an operational permit for the first time. Regulation of the Minister of Health of the Republic of Indonesia Number 12 of 2020 concerning Hospital Accreditation stipulates that hospitals must carry out regular accreditation every 4 (four) years. Meanwhile, non-hospital health service facilities such as Community Health Centers, Clinics, Health Laboratories, Blood Transfusion Units (UTD), Doctors' Independent Practice Places, and Dentist Independent Practice Places are required to re-accredit periodically every 5 (five) years (Minister of Health Regulation No. 34 of 2022). The accreditation process for health service facilities is very important, because accreditation is able to increase public trust, especially in relation to patient safety by improving the quality of service in health service facilities.(Ginting et al., 2019). Human resources (HR) play a very important role in activities or activities in health service facilities. The success or failure of health service facilities in achieving accreditation goals is very dependent on the capability of their human resources, both health human resources and non-health human resources.(Daminggo et al., 2022)Mentions that the implementation of accreditation standards in health service facilities must involve all employees. One of the employees or human resources in health service facilities is a nurse.

Nursing is the spearhead of health services which is often the benchmark for assessing the quality of health services. Nurses are the largest number of health workers who work in health service facilities.Pardede et al. (2020)in his research, it was stated that the number of nursing staff in the top ranking in health service facilities reached 49%.Ginting et al., (2019)also explained that the high number of nursing staff was not matched by their commitment to workThis is demonstrated by the large number of paramedics who refuse to do work outside their main duties, this is evidenced by the low number of paramedics who participate in accreditation meetings, and the many paramedics who refuse to become members of the accreditation team. These indicators are closely related to Human Resources in hospitals, and relate to Leadership, especially nursing leaders. Leadership, employee competence, organizational communication influence work effectiveness (Septyaningsih, 2019).(Ginting et al., 2019)also added thatThe better the leadership style is practiced, the better the paramedic commitment is formed. This means that the leader's ability to lead his subordinates will influence the commitment of nurses in implementing accreditation in health services. Based on the background above, researchers are interested in analyzing the role of nursing leaders in accreditation of health service facilities. The purpose of this writing is to analyze the role of health leaders in accreditation of health service facilities. The aim of this study is to determine the role of leadership in implementing accreditation in hospitals through systematic journal searches.

METHOD

This research uses a scoping review approach to identify steps for developing a research protocol. This method is used to identify literature in depth and evenly, which is obtained from various sources with various research methods and has relevant research topics. (Arksey & O'Malley, 2005). The research subject is a journal related to the Role of Nurse Leaders in Health Service Accreditation. The sample for this writing consisted of 8 research articles and journals related to the role of nurse leaders in health service accreditation in accordance with inclusion and exclusion criteria. The inclusion criteria used in this research were articles originating from 3 databases, namely PubMed, Google Scholar and Research Gate. The keywords used during the search were Role of Nurse Leaders; Accreditation of Health Service Facilities. The inclusion criteria for this writing are articles or journals published within a period of 5 years, from 2019 to 2024, using Indonesian and English, and can be fully accessed. The exclusion criteria in this writing are articles that do not match the inclusion criteria, there are duplications. The literature review protocol and evaluation uses the PRISMA checklist to determine the selection of studies that have been found and adapted to the literature review. The results of selecting study articles can be depicted in the flow diagram below:



Picture1. PRISMA based flowchart

RESULTS

Table 1.
Analisis article

No.	Author/Year	Research purposes	Research methods	Results	Critics
1.	Ginting et al. (2019)	The research aims to identify the leadership style of direct paramedic leaders and the commitment of paramedics in implementing the SNARS version of accreditation.	<p>a. Research Design:The research design used a cross sectional approach</p> <p>b. Place and time:This research was conducted at Delia Hospital</p> <p>c. Population:The population in this study was a total of 98 paramedics.</p> <p>d. Samples:The sample size was calculated using the Slovin formula and the number of samples obtained was 79 people consisting of 59 midwives and 20 nurses.</p> <p>e. Method of collecting data:The data used is primary data obtained through observation and interviews.</p> <p>f. Instruments used: -</p> <p>g. Type of data analysis/statistical method used:Data analysis was carried out in stages including univariate, bivariate and multivariate analysis. Univariate analysis to describe the characteristics of paramedics in the implementation of hospital accreditation. Bivariate analysis uses correlation tests and simple linear regression and multivariate analysis uses multiple linear regression.</p>	<p>a. Results related to the problem under study: The leadership style and commitment of paramedics in implementing hospital accreditation shows a strong relationship and has a positive pattern. This means that the better the leadership style that is practiced, the better the paramedic commitment that is formed. In this research, it was found that paramedics' direct superiors tried to apply various leadership styles in their leadership practices to strengthen paramedics' commitment to implementing accreditation.</p>	<p>a. Researchers did not include inclusion and exclusion criteria.</p> <p>b. The researcher did not explain the time of conducting the research.</p> <p>c. The researcher did not explain the instruments used.</p> <p>d. The researcher did not include the limitations of his research.</p> <p>e. The researcher did not include recommendations for further researchers.</p>
2.	Setiawan et al., (2020)	The purpose of this research is to find out the role of nursing supervisors at Banjarbaru City Hospital	<p>a. Research Design:Quantitative research uses a descriptive analytical design with a cross sectional approach</p> <p>b. Place and time:This research was conducted at Banjarbaru City Hospital</p> <p>c. Population:The population in this study</p>	<p>a. Results related to the problem under study: The results of research using frequency description data showed that PPJA's perception of the supervisor's role was good at 54.5%, and that of</p>	<ul style="list-style-type: none"> • The researcher did not include the exclusion criteria and statistical methods used. • The researcher

No.	Author/Year	Research purposes	Research methods	Results	Critics
			<p>was PPJA and executive nurses in the Banjarbaru City Hospital treatment room.</p> <p>d. Samples: The number of PPJA samples was 11 respondents and the implementing nurses were 82 respondents with the sampling technique namely purposive sampling using the Slovin formula calculation</p> <p>e. Method of collecting data: purposive sampling data collection technique.</p> <p>f. Instruments used: iThe research instrument used a supervisor role questionnaire sheet with a total of 23 statements.</p> <p>g. Type of data analysis/statistical method used: The data analysis used is univariate analysis using descriptive frequency distribution.</p>	<p>implementing nurses was good at 58.5%. This shows that the supervisor's role has an important meaning in improving the quality of nursing services. The role of the head of the ward in the era of hospital accreditation is to act as a supervisor to develop the performance of nurses and play an active role in teaching, supervising and coaching nurses for nursing services.</p> <p>b. Research recommendations:</p> <ul style="list-style-type: none"> • For the Head of the Nursing Division to create supervisory duties which are combined with the main duties of the head of the ward considering that in the era of hospital accreditation the head of the ward is the unit manager who will carry out supervision duties for his staff so that they are able to provide optimal care services. 	<p>did not include the time of the research</p> <ul style="list-style-type: none"> • The researcher did not include the limitations of his research.
3.	Daminggo et al., (2022)	The aim of this research is to analyze the role of leadership and motivation of the accreditation team in achieving accreditation at Hospital X Pekalongan.	<p>a. Research Design: This type of research is descriptive qualitative.</p> <p>b. Place and time: This research was conducted on August 2021 - October 2021 at a hospital in Pekalongan</p> <p>c. Population: -</p> <p>d. Samples: The main informants for this research were members of the accreditation team, management and also hospital directors. Meanwhile,</p>	<p>a. Results related to the problem under study:</p> <ul style="list-style-type: none"> • The director's leadership type is transformational. The Director is directly and actively involved in hospital accreditation activities as head of hospital accreditation, and carries out his assigned duties 	<p>a. Researchers did not include inclusion and exclusion criteria.</p> <p>b. Researchers did not include a population and did not explain how many participants were</p>

No.	Author/Year	Research purposes	Research methods	Results	Critics
			<p>triangulation informants were representatives of hospital owners, accreditation advisors and members of the accreditation team.</p> <p>h. Data collection method: MThe data collection method is through in-depth interviews and document review</p> <p>e. Instruments used:Data collection through in-depth interviews using interview guidelines that have been prepared systematically.</p> <p>f. Type of data analysis/statistical method used:-</p>	<p>well. To increase employee work motivation, management provides various kinds of material and non-material rewards, including in accreditation activities. Then, employee capability development is routinely carried out in the form of training, this is carried out in accordance with accreditation standards, namely a minimum of 20 hours a year. The sense of togetherness that grows among employees gives rise to a sense of responsibility for taking part in ownership of the organization.</p> <ul style="list-style-type: none"> • The way a hospital maintains its accreditation results is by instilling a sense of responsibility for accreditation among all employees. 	<p>involved.</p> <p>c. The researcher did not explain the data analysis method used.</p> <p>d. The researcher did not include the limitations of his research.</p> <p>e. The researcher did not include recommendations for further researchers.</p>
4.	(Rohita et al., 2023)	This research aims to intuitively find out the relationship between the leadership of the head of the room and the performance of nurses in carrying out nursing care at RS X Ciamis	<p>a. Research Design:This type of research uses quantitative descriptive research methods through a cross-sectional approach</p> <p>b. Place and time:This research will be carried out by Hospital X Ciamis Regency in 2023</p> <p>c. Population:The population in this study were nurses in Hospital X Ciamis Regency in 2023 with a total of 376 employees.</p> <p>d. Samples:The sampling</p>	<p>b. Results related to the problem under study: The research results can be concluded as follows:</p> <ul style="list-style-type: none"> • The leadership of the Head of Room at RS X Ciamis in 2023 is good. • The performance of nurses in carrying out nursing care at Hospital X Ciamis in 2023 can be categorized as sufficient. • There is a 	<p>a. Researchers did not include inclusion and exclusion criteria.</p> <p>b. Researchers did not explain the time and location of the research</p> <p>c. The researcher did not explain the data analysis</p>

No.	Author/Year	Research purposes	Research methods	Results	Critics
			technique uses purposive sampling, namely a sampling technique with consideration using a certain formula. Slovin Researcher for this sampling. So the sample used was 79 people. e. Method of collecting data: The data collection technique used was a questionnaire. f. Instruments used: The instruments in this application are questionnaires and observation sheets. g. Type of data analysis/statistical method used:-	significant relationship between the leadership of the Head of the Room and the performance of nurses in carrying out nursing care, p value = 0.000. • Nurse leaders who manage nursing resources are key personnel responsible for overseeing the quality of care and patient safety, and therefore they need to encourage nurses to better understand patient needs and improve their performance.	method used. d. The researcher did not include the limitations of his research. e. The researcher did not include recommendations for further researchers.
5.	(Phonna et al., 2021)	The aim of this study was to explore nurses' perceptions of the impact of accreditation on the quality of hospital services.	a. Research Design: Qualitative research with a phenomenological design carried out using Focus Group Discussion (FGD) b. Place and time: This research was conducted in 4 hospitals, namely 1 hospital in the DKI Jakarta area, 2 hospitals in the North Sumatra area and 1 hospital in the Aceh area in June 2020 c. Population:- d. Samples: 53 participants were divided into seven groups e. Method of collecting data: The data collection technique in this research used focus group discussion (FGD). f. Instruments used:- g. Type of data analysis/statistical method used: • The FGD results were then compiled in transcript form and analyzed by	a. Results related to the problem under study: In general, accreditation has both positive and negative impacts. Positive impacts include facilities and infrastructure becoming more complete; regulations according to standards and more complete; increasing the knowledge and skills of hospital staff; better documentation system; improving service quality; protect patient and staff safety; organizational culture becomes better. However, accreditation also has the negative impact of more documentation; workload	• Researchers did not include inclusion and exclusion criteria for their research. • Researchers did not include populations in this study. • The researcher did not explain the instruments used • The researcher did not include the limitations of his research. • The researcher did not explain recommendations for further

No.	Author/Year	Research purposes	Research methods	Results	Critics
			determining categories and themes. In data analysis, discussions were held between four research members to increase reliability in compiling categories and themes from the FGD results. Next, the researcher interprets and draws conclusions	increases; does not involve all hospital staff; requires large costs; hospitals are unable to provide facilities and infrastructure according to standards; need more time. Accreditation has a positive impact on the quality of health services, namely: services provided according to standards; improving quality and patient safety; and patient satisfaction increases.	researchers.
6.	Ghaffar Purwanto et al. (2023)	This research aims to determine the effect of hospital accreditation on patient safety culture.	<ol style="list-style-type: none"> a. Research Design: This research is a systematic review research. b. Place and time:- c. Population: The number of articles identified from the electronic database was 681 d. Samples: 10 articles were selected e. Method of collecting data: Data collection was carried out using PRIS-MA-P (Preferred Reporting Items for Systematic Review and Meta-Analysis Protocol). f. Instruments used: The databases used are PubMed, EBSCO, SciELO, ScienceDirect, and Web of Science. g. Type of data analysis/statistical method used:- 	<ol style="list-style-type: none"> 1. Results related to the problem under study: <ul style="list-style-type: none"> ▸ A total of 10 articles were reviewed in this study. There are 8 articles showing that hospital accreditation has a significant relationship to patient safety culture. Accredited hospitals have a perception of a better overall patient safety culture, including in terms of reporting incidents or accidents. There are 2 articles that show that hospital accreditation has a weak relationship and has almost no influence on patient safety culture. Hospital accreditation influences health workers' positive 	<ul style="list-style-type: none"> • Researchers did not include exclusion criteria for their research • The researcher did not include the limitations of his research. • The researcher did not explain recommendations for further researchers.

No.	Author/Year	Research purposes	Research methods	Results	Critics
				perceptions of patient safety culture.	
7.	Ahsani, Afiatika (2019)	To understand the role of the head of the room in preparing hospital accreditation in the SNARS version	<p>a. Research Design: This research uses a literature review method</p> <p>b. Place and time:-</p> <p>c. Population:-</p> <p>d. Samples:-</p> <p>e. Method of collecting data: by collecting books, journals, internet and libraries that are relevant to the issues or topics raised in writing through methods of collecting library data, reading and taking notes, and processing materials writing.</p> <p>f. Instruments used: -</p> <p>g. Type of data analysis/statistical method used:-</p>	<p>a. Results related to the problem under study:</p> <ul style="list-style-type: none"> The results of the analysis of the role of the head of the room as supervision in preparing the SNARS version of accreditation is that the head of the room plays an important role in supporting evidence-based nursing practice into daily nursing practice. The head of the room as a director in developing nurses' knowledge, not only assesses the abilities of the staff but also makes efforts to ensure that the staff has the abilities as expected so that services in the hospital according to SNARS standards can be achieved. <p>b. Research recommendations:</p> <ul style="list-style-type: none"> The need for hospitals to maintain service standards determined by SNARS to optimize patient safety. Nursing services have a big role in achieving service standards according to SNARS. Therefore, nurses need to maintain 	<ul style="list-style-type: none"> The researcher did not include the data collection methods and instruments used in this research. Researchers did not explain the exclusion and inclusion criteria in this study. The researcher did not include the limitations of his research.

No.	Author/Year	Research purposes	Research methods	Results	Critics
				quality and work according to standards in providing services to patients.	
8.	(Dewi, 2021)	The purpose of this community service is to determine the perceptions of clinic leaders and employees regarding their commitment to preparing for accreditation after attending clinical accreditation training.	<p>a. Research Design: This community service uses a quantitative descriptive method with a cross-sectional design</p> <p>b. Place and time: -</p> <p>c. Population: Respondents in this community service were Aisyiyah Regional Leaders, Community Health Center Leaders, and the Clinical Quality Team who had attended training in Yogyakarta.</p> <p>d. Sample: Respondents in this community service were Aisyiyah Regional Leaders, Community Health Center Leaders, and the Clinical Quality Team who had attended training in Yogyakarta.</p> <p>e. Method of collecting data: This community service uses two stages, namely the first stage, all samples receive clinical accreditation preparation training for three days and the second stage, respondents who take part in this community service fill out an open questionnaire to prepare for clinical accreditation.</p> <p>f. Instruments used: The instrument used in this activity is a questionnaire.</p> <p>g. Type of data analysis/statistical method used: Data analysis in community service uses software (Nvivo 12plus) to analyze data in transcript form</p>	<p>a. Results related to the problem under study:</p> <ul style="list-style-type: none"> The results of this community service highlight three essential factors that can hinder the preparation of accreditation, namely internal staff factors, clinical factors, and commitment factors of clinic owners and staff. <p>b. Research recommendation:</p> <ul style="list-style-type: none"> The accreditation process is expected to not only fulfill obligations to the government, but also become a culture of quality health services for the community and provide benefits for patient health. Apart from that, educational institutions need to pay attention to developing the competence of health workers regarding service quality or accreditation since formal education. 	<ul style="list-style-type: none"> The author does not include inclusion and exclusion criteria in this community service activity The author does not explain the place and time for the service activities. The researcher did not explain the instruments used The author does not list the limitations of his activities The author does not explain recommendations for further researchers.

DISCUSSION

One effort to encourage health service facilities to improve the quality of health services is to carry out accreditation. Accreditation according to Minister of Health Regulation Number 12 of 2020 is recognition given to health service facilities because they have made efforts to improve the quality of health services on an ongoing basis. This recognition was given by an independent institution in charge of accreditation and has received recognition from the Minister of Health. There are 6 (six) independent institutions appointed by the Ministry of Health to accredit hospitals in Indonesia, including: (1) Hospital Accreditation Commission (KARS); (2) Hospital Quality and Patient Safety Accreditation Institute (LAM-KPRS); (3) Indonesian Health Facilities Accreditation Institute (LAFKI); (4) Damar Husada Plenary Hospital Accreditation Institute (LAPRIDA); (5) Hospital Accreditation Institute (LARS); and the Indonesian Hospital Accreditation Institute (LARSI). Meanwhile, there are 13 other independent institutions appointed by the Ministry of Health to accredit non-hospital health service facilities.

As the largest professional workforce in health service facilities, nurses are widely involved in accreditation activities. Therefore, nurses' perceptions about the impact of accreditation on the quality of health services in hospitals is very important. In general, nurses have the perception that accreditation has positive and negative impacts, and can encourage improvements in the quality of health services for the better. The implementation of accreditation in health service facilities apart from having positive and negative impacts also has several obstacles. One of the roles of the Nurse Leader is to analyze the negative impacts that occur and the obstacles experienced so that solutions can be found.

Goddess (2021) explain the obstacles experienced by health service facilities. Preparing for accreditation is closely related to individual internal factors, namely knowledge, awareness and readiness to undergo accreditation; clinical factors include facilities and infrastructure, operational services, human resources and funds; and the commitment of employees or staff and clinic owners (organizations) in carrying out clinic accreditation. Ideal conditions, preparation for accreditation will be under the joint leadership of all human resources at health service facilities such as doctors, nurses, managers and other employees. Leaders realize that they have obstacles in preparing for accreditation, namely internal factors from officers, clinical factors, and the commitment of employees or clinic officers and owners to improve the quality of clinics through accreditation.

Several methods can be used to overcome the obstacles above, one of which is by providing training to nurses regarding accreditation. Leadership seeks to improve the perception of staff who are skeptical of accreditation by conducting benchmarking activities to learn about the accreditation process and expectations for adopting activities to achieve accreditation. Limato (in Goddess, 2021) explains supportive leadership, improving the quality of services by maintaining individual enthusiasm, collaboration of everyone involved in the organization, a teamwork approach, organizational quality culture and health service accreditation also support the success of improving quality in health services. Leadership commitment plays an important role in the continuity of the accreditation process by maintaining relationships with employees because employees are the main figures in efforts to improve service quality in accordance with accreditation standards.

Leaders play a role in stimulating staff intellectually by encouraging creative ideas, improving standard care based on service procedures, and guiding staff; provide genuine attention, communicate in the decision-making process; provide inspirational motivation, achieve

achievement targets in the nursing unit, and foster a spirit of teamwork; and providing a good example and influence on the staff he leads (Ginting et al., 2017). Nursing leadership has a significant impact on nurses' perceptions of the factors that influence their motivation to perform. This impact can be direct and indirect. Therefore, it is important to have competent nursing leaders to create practice settings that can foster nurses' capacity to succeed. In other words, the relationship between nursing leadership and nurse success is critical, and it is necessary to prioritize leadership development in the nursing profession to achieve optimal patient outcomes (Alsadaan et al., 2023). Nurse leaders who manage nursing resources are key personnel responsible for overseeing the quality of care and patient safety, and therefore they need to encourage nurses to better understand patient needs and values. (Rohita et al., 2023). Strong nurse leaders are effective in implementing evidence-based practices to ensure that these goals are achieved, as research shows that nursing leadership can directly and indirectly influence nurse performance (Alsadaan et al., 2023).

The task of a leader is to carry out management functions consisting of planning, organizing, mobilizing and supervising (Gede et al., 2018). (Daminggo et al., 2022) explained that leaders must be able to act as a forum for employees to convey opinions, aspirations or complaints regarding services in their units as well as health service facility policies related to accreditation. As a leader, building active listening skills is critical to solving problems, building trust, and winning the hearts and minds of employees. Leaders who have listening skills are able to make employees reach their maximum potential, thereby increasing employee work productivity in the organization (Sari, 2016).

CONCLUSION

The role of nursing leaders has an important meaning in implementing accreditation in health service facilities. The leadership's ability to foster a sense of commitment from nurses plays a role in implementing accreditation in health services. The role of leadership in seeking to improve staff perceptions requires identifying the impact of skepticism, so there needs to be training given to staff by studying the accreditation process. Leaders must be able to act as a forum for employees to convey opinions, aspirations or complaints regarding services in their units as well as health service facility policies related to accreditation.

REFERENCES

- Ahsani, A. (2020). The Role of the Head of the Room in Preparing the SNARS Version of Hospital Accreditation. <https://doi.org/10.31219/osf.io/wz46b>
- Alsadaan, N., Salameh, B., Reshia, FAAE, Alruwaili, RF, Alruwaili, M., Awad Ali, SA, Alruwaili, AN, Hefnawy, GR, Alshammari, MSS, Alrumayh, AGR, Alruwaili, AO, & Jones, L. K. (2023). Impact of Nurse Leaders Behaviors on Nursing Staff Performance: A Systematic Review of Literature. *INQUIRY: The Journal of Health Care Organization, Provision, and Financing*, 60, 004695802311785. <https://doi.org/10.1177/00469580231178528>
- Arksey, H., & O'Malley, L. (2005). Scoping studies: towards a methodological framework. *International Journal of Social Research Methodology*, 8(1), 19–32. <https://doi.org/10.1080/1364557032000119616>
- Daminggo, CAA, Suryawati, C., & Pawelas Arso, S. (2022). Analysis of the Role of Leadership and Motivation of the Accreditation Team in the Success of Achieving Complete Accreditation at Hospital X Pekalongan. *Indonesian Journal of Health Management*, 10(2), 106–114.

- Dewi, A. (2021). Perceptions of Clinic Leaders and Owners Regarding Clinic Accreditation. Proceedings of the National Seminar on Community Service Program, 1825–1833. <https://doi.org/10.18196/ppm.39.129>
- Gede, Komang Gd; Priartini, Putu Saroyeni. (2018). The Influence of Leadership on Employee Performance Moderated by Work Motivation in BPRs in Sukawati Gianyar District. *Udayana University Economics and Business E-Journal*, [SL], P. 1107-1134, Apr. 2018. ISSN 2337-3067. Available At:<https://Ojs.Unud.Ac.Id/Index.Php/EEB/Article/View/36970>.
- Ghaffar Purwanto, S., Patria Jati, S., Achadi Nugraheni Faculty of Public Health, S., Diponegoro, U., Jacob Rais, J., & Tengah, J. (2023). The Influence of Hospital Accreditation on Patient Safety Culture Using the Hospital Survey On Patient Safety Culture (Hsopsc): Systematic Review. *Journal of Nursing*, 15(4), 1947–1960. <http://journal.stikeskendal.ac.id/index.php/Kebesar>
- Ginting, D., Fentiana, N., Rajagukguk, T., & Wahyudi, H. (2019). Leadership Style and Commitment of Paramedics in Implementing SNARS Version of Hospital Accreditation. *Batanghari University Jambi Scientific Journal*, 19(3), 504. <https://doi.org/10.33087/jiubj.v19i3.642>
- Ginting, B., Komariah, S., Bandur, A. (2017). Analysis of the Role of Transformational Leadership in Maintaining Patient Care Standards in Accordance with JCI Accreditation at Awal Bros Hospital, Tangerang. *Nursing and Midwifery Science* 3.
- Pardede, JA, Saragih, M., & Simamora, M. (2020). Personality Type is Associated with Nurses' Caring Behavior. *Silampari Nursing Journal*, 3(2), 707–716. <https://doi.org/10.31539/jks.v3i2.1207>
- Regulation of the Minister of Health of the Republic of Indonesia Number 12 of 2020 concerning Hospital Accreditation.
- Regulation of the Minister of Health of the Republic of Indonesia Number 34 of 2022 concerning Accreditation of Community Health Centers, Clinics, Health Laboratories, Blood Transfusion Units, Doctors' Independent Practice Places, and Dentist Independent Practice Places.
- Republic of Indonesia Government Regulation Number 47 of 2016 concerning Health Service Facilities.
- Phonna, CD, Sari, DR, Nuryanti, A., & Karo, DB (2021). Nurses' Perceptions About the Impact of Accreditation on the Quality of Health Services. *Journal of Hospital Accreditation*, 03(2), 79–83.
- Rohita, T., Nurapriilia, D., & Nurkholik, D. (2023). The Relationship between Head of Room Leadership and Nurse Performance in Carrying Out Nursing Care at RS X Ciamis Regency in 2023. *Galuh Nursing Journal*, 5(2). <https://jurnal.unigal.ac.id/index.php/JKG/75>
- Sari, AW (2016). The Importance of Listening Skills in Creating Effective Communication. *EduTrch Journal*, 2(1), 1–10.
- Setiawan, H., Rizany, I., Adawiah, R., Management, D., Program, K., Nursing, SI, Medicine, F., Mangkurat, L., & Program, M. (2020). Nursing Supervisor Roles In The Era Of

Accreditation According To Snars In Banjarbaru City Hospital. *Caring Nursing Journal*, 4(2), 68–72.