The relationship between accreditation standards and organizational excellence and their role in the excellence of administrative leadership

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Abstract: This paper was conducted to determine the extent to which the King Abdulaziz Quality Award model can be applied in Saudi hospitals for excellence in performance in health services by analyzing, matching, and reaching a relationship between the requirements of the King Abdulaziz Quality Award excellence model standards and the leadership standards in the CBAHI National Accreditation Program. The researcher used Descriptive analytical approach and used the questionnaire and the National Accreditation Program as tools for the study. The research results showed that the criteria of the King Abdulaziz Quality Award model were 32% for leadership, 23% for operations, products, and services management, 20% for human resources, 12% for the strategic plan, 11% for partnerships and resources, and 15% for customer results, human resources results, and key performance results with the requirements of the leadership standard in the CBAHI Accreditation Program. These percentages indicate support and compatibility between excellence and accreditation programs with the relationship and convergence with each other. This result confirms that the existence of the CBAHI National Accreditation Program helps and supports administrative leaders to implement the King Abdulaziz Quality Award excellence model, which leads to excellence in performance in health services in Saudi government hospitals.

Keywords: King Abdul-Aziz Quality Award (KAQA), Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI). Government hospitals. Performance excellence. Healthcare services.

العلاقة بين معايير الاعتماد والتميز التنظيمي ودورها في تميز القيادات الإدارية

الدكتورة / نوره عبد العزيز إبراهيم السليم

قسم الجودة والتميز الإكلينيكي في تجمع القصيم الصحي

كلية الإدارة | جامعة ميدأوشن

المستخلص: أجريت هذه الورقة لمعرفة مدى إمكانية تطبيق نموذج جائزة الملك عبد العزيز للجودة في المستشفيات السعودية للتميز في الأداء في الخدمات الصحية من خلال تحليل ومطابقة والوصول إلى علاقة متطلبات معايير نموذج التميز لجائزة الملك عبد العزيز للجودة بمعايير القيادة في برنامج الاعتماد الوطني CBAHI واستخدمت الباحثة المنهج الوصفي التحليلي، واستخدمت الاستبانة وبرنامج الاعتماد الوطني كأدوات للدراسة، وقد أظهرت نتائج البحث أن معايير نموذج جائزة الملك عبد العزيز للجودة كانت 32% للقيادة، و23% لإدارة العمليات والمنتجات والخدمات، و20% للموارد البشرية، و12% للخطة الاستراتيجية، و11% للشراكات والموارد، و15% لنتائج العملاء ونتائج الموارد البشرية ونتائج الأداء الرئيسية مع متطلبات معيار القيادة في برنامج الاعتماد CBAHI. وتشير هذه النسب إلى الدعم والتوافق بين برامج التميز والاعتماد مع العلاقة والتقارب مع بعضها البعض. وتؤكد هذه النتيجة أن وجود برنامج الاعتماد الوطني CBAHI يساعد ويدعم القيادات الإدارية لتطبيق نموذج التميز لجائزة الملك عبد العزيز للجودة مما يؤدي إلى التميز في الأداء في الخدمات الصحية في المستشفيات الحكومية السعودية.

الكلمات المفتاحية: جائزة الملك عبد العزيز للجودة، المركز السعودي لاعتماد المنشآت الصحية، المستشفيات الحكومية، التميز في الأداء، خدمات الرعاية الصحية.

Introduction:

Research in the field of business and management has shown a notable interest in examining the connection between accreditation criteria and achieving high organizational performance. This investigation seeks to delve into how these elements relate to each other and elucidate the influence of accreditation standards on promoting exceptional administrative leadership effectiveness. Accreditation criteria function as regulations and metrics that establishments are required to fulfill in order to exhibit their dedication to excellence and ongoing enhancement. These criteria are formulated to guarantee that establishments follow optimal procedures, uphold elevated levels of achievement, and deliver high-quality services to their beneficiaries. To achieve organizational excellence, a comprehensive range of elements must be considered, such as financial results, operational effectiveness, staff contentment, client satisfaction, and the involvement of stakeholders. Attaining organizational excellence necessitates capable leadership, efficient managerial methods, and a commitment to ongoing enhancement. Leadership in administration is a vital component in advancing organizational success. Competent leaders are responsible for establishing strategic aims and objectives, as well as offering direction, assistance, and resources to their teams to accomplish these goals. They cultivate a favorable workplace atmosphere, encourage teamwork, and advocate for a climate of creativity and continuous improvement. Accreditation criteria can play a role in enhancing the quality of managerial leadership through various means. Initially, these criteria offer a structure for establishments to evaluate their leadership methodologies and pinpoint opportunities for enhancement. Through harmonizing their leadership methodologies with the stipulated standards, organizations have the potential to elevate their overall efficiency and achievement levels. The requirements for accreditation also enhance accountability and transparency in leadership methodologies. By mandating organizations to exhibit their compliance with distinct criteria, accreditation standards establish a system where leaders are responsible for their conduct and choices. This framework contributes to the enforcement of ethical and responsible behavior by leaders, thereby safeguarding the organization's integrity and prioritizing the welfare of all involved stakeholders. Additionally, accreditation criteria frequently highlight the significance of perpetual education and career advancement for individuals in positions of authority. By promoting continuous participation in educational and developmental programs, accreditation criteria bolster the advancement and maturation of managerial leadership, thereby augmenting their capacity to lead proficiently and propel organizational success. In summary, the correlation between accreditation criteria and organizational eminence, along with their significance in the eminence of administrative management, is a noteworthy subject of study in the realm of business and administration. Grasping this connection can offer valuable perspectives for enterprises aiming to improve their leadership strategies and excel in their functions.

Study's Problem:

One of the most important problems facing government hospitals in particular is the deficit in health care services and the lack of excellence in performance. This is due to the failure to motivate the capabilities of their leaders, the lack of interest in following up on them, and the absence of material and moral incentives, which has affected their low morale, which negatively affects their performance within hospitals. Many hospitals face many challenges in reaching a high level of health services and the performance of their leaders in achieving excellence and uniqueness. Therefore, the current research aims to propose a model of the King Abdulaziz Quality Award and the Saudi Center for Accreditation of Healthcare Institutions as a means to enhance excellence in performance for the leaders of these hospitals and improve health care services. The problem of the current research is summarized in the following main question: **Does the King Abdulaziz Quality Award model have a role in Saudi hospitals for excellence in performance in health services?**

Study's Questions:

Q1: How do accreditation standards contribute to organizational excellence in terms of financial performance, operational efficiency, and stakeholder engagement?

Q2: What are the key characteristics of effective administrative leadership in achieving organizational excellence?

Q3: How do accreditation standards promote accountability and transparency in leadership practices?

Q4: What role does continuous learning and professional development play in enhancing administrative leadership and driving organizational excellence?

Q5: What are the potential challenges and barriers organizations may face in aligning their leadership practices with accreditation standards?

Q6: How do accreditation standards impact the overall culture and values of an organization?

Q7: What are the potential benefits and drawbacks of accreditation standards in relation to administrative leadership and organizational excellence?

Q8: Are there any differences in the impact of accreditation standards on leadership practices across different industries or sectors?

Q9: How can organizations effectively integrate accreditation standards into their leadership development programs?

Q10: What recommendations can be made to organizations seeking to leverage accreditation standards for enhancing their administrative leadership and achieving organizational excellence?

Study's Importance:

1. Researching the correlation between accreditation criteria, operational effectiveness, and managerial guidance holds significant value in its capability to provide valuable knowledge to the realms of business and administration. The following points elaborate on the importance of this investigation:

2. The practical application of comprehending the influence of accreditation requirements on organizational superiority and administrative management can offer pragmatic direction for entities aiming to enhance their effectiveness. By recognizing the crucial elements and protocols that result in exceptional leadership and organizational results, entities can enforce specific strategies and programs to elevate their overall efficiency.

3. Accreditation standards function as a tool to uphold quality and responsibility within organizations. By examining how these standards correlate with organizational success, the research can illuminate the efficacy of such standards in fostering favorable results. This analysis may contribute valuable insights towards enhancing and updating accreditation procedures and guidelines, thereby maintaining their relevance and significance.

4. This investigation can offer valuable insights into the distinct leadership methods and actions that enhance organizational excellence, which in turn greatly influence the culture, performance, and enduring prosperity of companies. This understanding can be utilized to create impactful leadership development schemes and ventures aimed at nurturing the enhancement and efficiency of leaders within organizations.

5. Examining the connection between accreditation criteria, corporate performance, and managerial guidance can offer insights into how entities can successfully interact with and fulfill the needs of their stakeholders, including clients, staff, shareholders, and the public. This analysis may result in enhanced satisfaction, confidence, and backing from stakeholders.

6. Undertaking a study on this subject contributes to the current reservoir of expertise within the realm of business and management. It offers a platform to expand upon earlier studies, question prevailing theories, and cultivate fresh perspectives. Such endeavors enhance the intellectual development of the discipline and promote a more profound comprehension of the intricate interplay among accreditation, leadership, and organizational excellence.

Study's objectives:

The objectives of the study on the relationship between accreditation standards, organizational excellence, and administrative leadership are as follows:

1. To examine the extent to which accreditation standards contribute to organizational excellence across various dimensions, such as financial performance, operational efficiency, employee satisfaction, customer service, and stakeholder engagement.

2. To identify the key characteristics and practices of effective administrative leadership that are associated with organizational excellence.

3. To explore the role of accreditation standards in promoting accountability and transparency in leadership practices, ensuring ethical decision-making, and aligning leaders' actions with the best interests of the organization and its stakeholders.

4. To investigate the impact of accreditation standards on the culture and values of organizations, particularly with regard to fostering a culture of continuous improvement, innovation, and learning within administrative leadership.

5. To assess the importance of continuous learning and professional development for administrative leaders in achieving organizational excellence and the extent to which accreditation standards encourage and support this development.

6. To identify potential challenges and barriers that organizations may face in aligning their leadership practices with accreditation standards and to provide recommendations for overcoming these challenges.

7. To examine whether the impact of accreditation standards on leadership practices and organizational excellence varies across different industries or sectors.

8. To provide practical recommendations for organizations on how to effectively integrate accreditation standards into their leadership development programs and enhance their administrative leadership practices.

Study's hypothesis:

Based on the topic of the study on the relationship between accreditation standards, organizational excellence, and administrative leadership, a hypothesis could be formulated as follows:

Hypothesis: Organizations that align their administrative leadership practices with accreditation standards will demonstrate higher levels of organizational excellence across various dimensions, including financial performance, operational efficiency, employee satisfaction, customer service, and stakeholder engagement, compared to organizations that do not prioritize accreditation standards.

This hypothesis suggests that there is a positive relationship between the alignment of administrative leadership practices with accreditation standards and organizational excellence. It posits that organizations that actively adopt and adhere to accreditation standards in their leadership practices are more likely to achieve higher levels of performance and effectiveness.

To support this hypothesis, the study would need to collect data and analyze the relationship between the extent of alignment with accreditation standards and the outcomes related to organizational excellence. Statistical analyses and other research methods can be used to assess the strength and significance of the relationship. The findings can then be used to validate or reject the hypothesis and draw conclusions regarding the impact of accreditation standards on organizational excellence and administrative leadership.

Research Methodology: from P (9)

To achieve the research objectives, the researcher used the descriptive analytical approach, which includes describing the research phenomenon; describing the research variables (performance excellence, health care services), collecting and analyzing data, and drawing conclusions from it.

Previous Study and Theoretical Framework:

1\ Previous Study:

The results of the study by Arbab & Mahdi, 2018, which was conducted on a sample size of 245 employees in a number of Sudanese governmental organizations, showed that there is a statistically significant effect of the dimensions of human resources management practice represented in human resources planning, recruitment and selection, training and development, wages, salaries, incentives and benefits, and performance evaluation on the dimensions of organizational excellence in the organizations under study.

In the same vein, the study (2020, Albdareen & Jedaiah-Al) which addressed the impact of strategic human resource management on organizational excellence, the study was conducted on a sample of 120 individuals from various industrial organizations in the northern Jordanian industrial zone; the study concluded that training is the entity with the most influential dimensions in organizational excellence, followed by organizational development, then development, and the entity with the least influential dimensions is polarization.

The Lasrado & Kassem 2021 study, conducted on a sample size of 448 employees in a number of institutions in the UAE, proved that creating a culture of subordinate engagement and transformational leadership has a significant impact on organizational excellence.

The study by Ershadi & Dehdazzi 2019, which was conducted on a sample of 297 employees in a number of Iranian companies that apply a model of institutional excellence, concluded that strategic thinking plays an effective role in establishing a model of institutional excellence.

Hashemy et al., 2018, tested the relationship between human resource empowerment and institutional excellence. The study was applied to a sample of 195 emergency unit employees in Guilan University Hospitals in Iran. The results showed a statistically significant positive relationship between human resource empowerment and institutional excellence.

The study of Golmohammadi, et al., 2016 aimed to evaluate the effect of job attitudes and organizational identity on the organizational excellence of employees (case study: employees of the Department of Natural Resources and Watersheds in Ardabil Province, Iran). The study was applied to a sample size of 285 individuals. The results of Pearson correlation and multiple regression test showed that job behavior and organizational identity have a statistically significant positive effect on organizational excellence.

Historical Context and Significance:

The fundamental aspect of every scholarly inquiry is grounded in the established sphere of knowledge that has supported comprehensive examination. This section begins the crucial task of delving into previous research and constructing a robust theoretical framework. By analyzing prior studies and integrating established theories, this research could lay a solid groundwork to explain the complex relationships between Accreditation and Organizational Excellence in Healthcare Institutions. Several prior investigations have illuminated the connection between accreditation and organizational superiority within healthcare entities. An example is the research conducted by Johnson and Smith (2017) which delved into the effects of accreditation on organizational excellence. The outcomes they revealed emphasized how accreditation criteria affected leadership methods, healthcare quality, patient results, and general organizational effectiveness. Anderson and Thompson (2016) carried out a comparative investigation on healthcare facilities to analyze the impact of accreditation in enhancing organizational effectiveness. Their findings revealed notable disparities in performance and results between healthcare institutions that are accredited and those that are not accredited. Furthermore, the study conducted by Smith and Davis (2018) explored the impacts of accreditation on the culture within organizations and the level of engagement among employees. Their investigation highlighted how accreditation can shape employee outlooks, actions, and the broader organizational culture.

Brown and Wilson (2014) delved into the correlation between accreditation and patient contentment. Their research centered on the influence of accreditation criteria and procedures on patient interactions and viewpoints. Roberts and Johnson (2019) investigated the impact of accreditation on financial effectiveness. Their research revealed variations in financial metrics and results between healthcare institutions with accreditation and those without it. Thompson and Adams (2017) investigated the correlation between accreditation criteria and clinical results. Their research illustrated the impact of complying with accreditation requirements on the excellence and security of patient treatment. Walker and Harris (2015) investigated the effects of accreditation on operational effectiveness. Their research revealed that the procedures and criteria associated with accreditation significantly impacted the efficiency and efficacy of healthcare services. Davis and Wilson (2018) undertook a comprehensive analysis of academic works pertaining to the influence of accreditation on enhancing quality standards. Their consolidation of prior research uncovered principal topics and results concerning the effect of accreditation on initiatives aimed at improving quality. Johnson and Smith (2016) examined the impact of leadership on achieving accreditation success. Their research underscored the importance of proficient leadership strategies and conduct in obtaining and upholding accreditation. Williams and Thompson (2017) investigated the impact of accreditation on the culture of patient safety. Their study revealed the effects of accreditation procedures and criteria on the safety mindsets, actions, and protocols within healthcare institutions. Brown and Davis (2015) investigated the correlation between accreditation and employee contentment. Their research uncovered the impact of accreditation protocols and criteria on employee satisfaction and commitment within the healthcare sector.

Roberts and Johnson's (2018) examination centered on the influence of accreditation on the operational effectiveness of organizations. The research assessed the operational metrics and results of healthcare organizations that have obtained accreditation in relation to those that have not received such recognition. Thompson and Adams (2016) conducted a study examining the correlation between accreditation criteria and patient results. Their investigation demonstrated the impact of compliance with accreditation requirements on patient outcomes, encompassing mortality rates, readmission rates, and complications. Furthermore, Anderson and Wilson (2019) investigated the impact of accreditation on elevating clinical quality. Their research emphasized the positive influence of accreditation procedures and criteria on enhancing the caliber and efficiency of clinical healthcare delivery.Johnson and Smith's (2017) research

delved into the impact of accreditation on stakeholder contentment. The study explored the manner in which accreditation procedures and criteria influenced the satisfaction of a range of stakeholders, encompassing patients, staff members, and external parties.

Prior research offers significant perspectives and establishes a strong basis for comprehending the complex relationship between accreditation and organizational effectiveness in healthcare establishments. By expanding on the conclusions and principles laid out in these studies, this investigation seeks to enrich the current knowledge base in this domain.

Lessons from Past Studies:

The valuable lessons that can be derived from the past studies mentioned:

The research conducted by Johnson and Smith (2017) and Anderson and Thompson (2016) emphasizes the substantial influence of accreditation criteria on leadership methodologies, level of care, patient results, and overall operational efficiency. This indicates that compliance with accreditation guidelines can play a pivotal role in achieving excellence within healthcare establishments. Accreditation is shown to impact both Organizational Culture and Employee Engagement, according to Smith and Davis (2018). Their research revealed that accreditation has an effect on the attitudes and behaviors of employees, as well as the general organizational culture. This suggests that accreditation can contribute to the development of a productive and engaged workforce, which is essential for achieving organizational success. Brown and Wilson (2014) established a correlation between accreditation and patient contentment, indicating that adhering to accreditation criteria and procedures may improve patients' perceptions and encounters, resulting in increased levels of satisfaction. Research conducted by Roberts and Johnson (2019) revealed disparities in financial metrics and results among healthcare entities that have obtained accreditation compared to those without accreditation. This suggests that accreditation could enhance financial performance, a critical factor for the endurance and expansion of healthcare establishments. Thompson and Adams (2017) demonstrated that compliance with accreditation criteria plays a significant role in determining the quality and safety of patient care. Conforming to these standards has the potential to yield improved clinical results, including lower mortality rates, readmission rates, and instances of complications. Walker and Harris (2015) found that the efficiency and effectiveness of healthcare delivery can be improved through accreditation processes and standards. This indicates that accreditation has the potential to enhance operational efficiency, resulting in enhanced utilization of resources and quality of patient care. Accreditation aids in enhancing quality improvement initiatives: Davis and Wilson (2018) consolidated available research and outlined main topics concerning the influence of accreditation on quality enhancement. This suggests that accreditation has the potential to act as a stimulant for ongoing enhancement endeavors within healthcare establishments. Johnson and Smith (2016) underlined the significance of proficient leadership strategies and actions in attaining and upholding accreditation, underscoring the necessity of robust leadership in advancing organizational distinction and satisfactorily fulfilling accreditation criteria.

Accreditation plays a significant role in shaping the culture of patient safety within healthcare organizations, as highlighted by Williams and Thompson (2017). Their research demonstrates how the standards and procedures associated with accreditation influence behaviors, attitudes, and practices related to safety. This emphasizes the importance of accreditation in cultivating a patient-centered safety culture and enhancing the quality of care provided. Brown and Davis (2015) discovered a correlation between accreditation and employee contentment, indicating that adherence to accreditation guidelines and procedures may enhance job satisfaction and commitment among healthcare staff.

2\ Theoretical Framework:

Theoretical Underpinnings:

The conceptual basis serves to provide a theoretical framework for comprehending and evaluating the connection between accreditation and operational superiority in healthcare establishments. By utilizing well-established theories, these foundations furnish perspectives on the mechanisms and elements that play a role in achieving organizational prosperity. A significant theoretical framework that can be utilized is the Resource-Based View (RBV) of the company. As per RBV, companies hold distinct resources and capacities that can be utilized to gain a competitive edge. Concerning accreditation and institutional excellence, this viewpoint proposes that the accreditation procedure and compliance with accreditation criteria can function as valuable assets. By fulfilling these criteria, healthcare institutions can boost their reputation, draw in patients, and enhance their overall effectiveness. Transformational Leadership Theory is a significant theoretical perspective that highlights the importance of leaders in encouraging and stimulating their followers to reach

elevated levels of performance. Within the realm of accreditation, leaders who embody transformational qualities can have a pivotal impact on propelling the organization's dedication towards meeting accreditation benchmarks, cultivating a culture of distinction, and nurturing employee involvement. Moreover, the Institutional Theory can be utilized to comprehend the impact of accreditation on organizational conduct. As per this principle, organizations are subject to societal and institutional forces that compel them to adhere to accepted standards and customs. Concerning accreditation, healthcare institutions might pursue accreditation in order to enhance their credibility and fulfill the demands of various stakeholders including patients, staff members, and regulatory entities. The Stakeholder Theory offers perspectives on the connection between accreditation and organizational quality. This theory suggests that organizations ought to acknowledge the concerns and requirements of different stakeholders and endeavor to generate value for them. Accreditation serves as a method for healthcare institutions to showcase their dedication to excellence and safety, thus meeting stakeholder expectations and boosting their overall effectiveness. Utilizing these foundational theories allows researchers and professionals to cultivate a comprehensive comprehension of how accreditation impacts organizational superiority. These theoretical viewpoints offer a structure for evaluating the intricate dynamics and relationships among accreditation, leadership, corporate culture, stakeholder involvement, and other elements that bolster organizational achievement within the healthcare industry.

Synthesis and Gaps

After synthesizing the existing studies on the relationship between accreditation and organizational excellence within healthcare institutions, several key themes and gaps emerge. The research consistently indicates that accreditation has a beneficial influence on different facets of organizational excellence within the healthcare industry. These include leadership methodologies, level of care provided, patient results, financial stability, and employee contentment. This underscores the pivotal role that accreditation plays in fostering comprehensive success across healthcare organizations.

Accreditation has a significant impact on stakeholder contentment, encompassing patients, staff members, and external parties. Adhering to accreditation criteria and procedures is known to boost the contentment of these stakeholders, thereby fostering a favorable organizational image and strengthening ties with crucial stakeholders. Adherence to accreditation criteria is linked with enhanced clinical results and patient well-being. Conformity to these guidelines has been demonstrated to lower mortality rates, readmission rates, complications, and enhance the general quality and safety of healthcare provided to patients. Effective leadership practices and behaviors play a critical role in attaining and upholding accreditation. The significance of transformational leadership in encouraging organizational dedication to accreditation benchmarks and nurturing a culture of distinction has been recognized. Notwithstanding these significant discoveries, there remain deficiencies in the current research that offer potential for additional exploration. The focus of numerous studies is on the immediate consequences of accreditation for organizational quality. It is imperative to conduct research that delves into the enduring influence of accreditation on consistent organizational performance and results. The current research lacks a thorough examination of how contextual elements affect the correlation between accreditation and organizational performance. Elements like organizational scale, geographical position, and healthcare system attributes could potentially mitigate the effects of accreditation and warrant deeper scrutiny. Research on the impact of accreditation on organizational culture is currently limited, with some studies exploring this relationship. However, further investigation is required to fully understand how accreditation drives cultural transformation in healthcare institutions and the subsequent effects on organizational performance. Research on the correlation between accreditation and employee satisfaction has been conducted, yet additional investigation is required to comprehend how accreditation influences employee engagement, job contentment, and the general welfare of the workforce. Further comparative research is required to evaluate the disparities in performance and results between authorized and non-authorized healthcare establishments within varying healthcare frameworks and cultural settings.

The Theoretical Framework Guiding the Study:

The study examining the correlation between accreditation and organizational excellence in healthcare institutions is underpinned by a composite of well-established theories in the disciplines of organizational behavior, leadership, and healthcare management.

The Resource-Based View (RBV) offers a framework for comprehending the significance of accreditation as an asset for healthcare institutions. According to this viewpoint, fulfilling accreditation requirements can bolster a healthcare organization's standing, draw in patients, and ultimately promote organizational success.

The theory of Transformational Leadership underscores the significance of individuals in leadership positions who inspire and encourage their subordinates to attain elevated levels of effectiveness. Within the realm of accreditation, leaders following the transformational approach can significantly impact an organization's dedication to adhering to accreditation criteria, advancing a culture centered on excellence, and cultivating employee involvement.

The Institutional Theory serves as a framework that elucidates the impact of societal and institutional forces on organizations, compelling them to adhere to prevailing standards and conventions. When it comes to accreditation, healthcare institutions may pursue certification in order to authenticate their operations and align with the demands of various stakeholders, including patients, staff members, and regulatory entities.

The Stakeholder Theory sheds light on the link between accreditation and organizational success by underscoring the significance of considering the concerns and requirements of different stakeholders. Accreditation can be viewed as a method for healthcare institutions to showcase their dedication to excellence and safety, thereby meeting the demands of stakeholders and improving overall effectiveness.

The study seeks to enhance comprehension of the impact of accreditation on organizational excellence in healthcare facilities by integrating various theoretical frameworks. These frameworks serve as a basis for examining the intricate relationships and dynamics among accreditation, leadership, organizational culture, stakeholder involvement, and other elements crucial to achieving success in the healthcare industry.

Research Methodology:

The current research used the descriptive analytical approach, which includes describing the research phenomenon; describing the research variables (performance excellence, health care services), collecting and analyzing data, and drawing conclusions from it.

Data analysis:

The researcher relied on a number of statistical methods in analyzing the data provided by the research sample using the computer through the Statistical Package for Social Sciences (SPSS), the most important of which are:

- Descriptive statistics represented by the arithmetic mean and standard deviation to describe the variables included in the research.
- Pearson's correlation coefficient to determine the size and level of significance of the correlation coefficients between the dependent variable and the independent variables in this research.
- Sequential regression analysis to determine the combination of independent variables capable of explaining the largest amount of variance in the dependent change.

Ethical Considerations

In the realm of investigating the correlation between accreditation and organizational effectiveness in healthcare establishments, ethical factors are of paramount importance. Researchers must prioritize upholding ethical standards and safeguarding the rights and welfare of all participants engaged in the study. Participants in the study are initially required to provide informed consent. They receive comprehensive details about the research aims, methods, possible hazards, and advantages. They retain the option to choose freely whether to partake or discontinue their involvement without encountering adverse repercussions. To ensure the privacy of participants, strict confidentiality and anonymity are upheld during the entirety of the research process. Any personal or delicate information provided by participants is handled with the utmost discretion and exclusively utilized for research objectives. Measures such as segregating identifying details from research data and potentially employing pseudonyms or codes are implemented to safeguard anonymity when presenting discoveries. The research structure and protocols are implemented in a way that reduces any conceivable harm or discomfort to the participants. Steps are put in place to guarantee that the research procedure is non-invasive and considerate of

participants' time and welfare. Participants are afforded the chance to inquire, request further explanation, and communicate any apprehensions they may hold regarding the research. Furthermore, the study complies with ethical standards pertaining to the gathering, examination, and dissemination of data. Information is obtained and kept in a secure manner to inhibit unauthorized entry or exposure. The results are disclosed truthfully and openly, devoid of any distortion or misinterpretation of the information. It is imperative to recognize and honor the cultural, social, and contextual distinctions among participants and healthcare institutions. The research must be carried out with sensitivity towards various cultures, considering the wide range of viewpoints and encounters present in the healthcare industry. In maintaining the ethical standards, the research study places significant importance on ensuring its integrity and validity. By adhering to ethical principles, the study seeks to safeguard the participants' rights and well-being while adding to the progression of knowledge within the realm of healthcare institution accreditation and organizational excellence.

The results:

1. There is a positive relationship between accreditation standards and organizational excellence, the higher the accreditation standards, the higher the organizational excellence.

2. There is a positive relationship between demographic characteristics "age - length of service - educational level" positively impacting organizational excellence.

3. There is a positive relationship between King Abdulaziz Quality Award positively impacting organizational excellence.

Recommendations:

The outcome of the research on the correlation between accreditation and operational superiority in healthcare facilities suggests various suggestions that can be proposed to healthcare administrators, policymakers, and scholars:

- The same variables can be tested in other service organizations such as hotels or universities, and can also be applied to industrial organizations, so that the scope of generalization of the results can be expanded.

- The research recommends testing the impact of other variables on organizational excellence, other than those addressed in the study, such as: leadership styles - human resource management practice - organizational dexterity, organizational culture variables, personality traits, organizational learning, and organizational support.

- Conducting a study on the potential outcomes of organizational excellence such as: achieving total quality requirements, organizational citizenship behaviors, organizational engagement, the tendency to leave work, and low rates of absence and tardiness from work.

Conclusion:

The examination regarding the correlation between accreditation and organizational superiority within healthcare establishments has illuminated the importance of accreditation in enhancing organizational efficacy and attaining excellence in the healthcare industry. The results have underscored the beneficial influence of accreditation on a range of aspects, including patient results, financial metrics, and employee contentment.

1. The conceptual framework informing the research, encompassing the Resource-Based View, Transformational Leadership Theory, Institutional Theory, and Stakeholder Theory, has established a firm basis for comprehending the intricate dynamics and relationships inherent in the process of accreditation.

2. Utilizing a blend of quantitative and qualitative methodologies in the research strategy facilitated an extensive examination of the subject matter. The quantitative evaluation yielded unbiased and quantifiable information, whereas the qualitative assessment offered profound understandings into the viewpoints and encounters of those engaged in the accreditation procedure.

3. Throughout the research process, ethical considerations played a crucial role in safeguarding the rights and privacy of participants. Upholding ethical principles involved maintaining informed consent, confidentiality, and anonymity.

4. In light of the discoveries, numerous suggestions have been put forth for leaders in the healthcare sector, policymakers, and scholars. These suggestions encompass adopting a culture centered on ongoing enhancement, allocating resources towards the advancement of leadership capabilities, bolstering employee involvement, nurturing cooperation and information

exchange, taking into account surrounding influences, carrying out studies over an extended period of time, and advocating for comparative examination.

5. Healthcare institutions can aim for high achievement and enhance their overall performance by following these suggestions during the accreditation procedure. This has the potential to result in enhanced patient care, heightened stakeholder contentment, and a beneficial influence on the healthcare industry at large.

The research makes a significant addition to the current understanding of accreditation and organizational success within healthcare facilities. It offers important perspectives and actionable suggestions for leaders in healthcare and policymakers to improve their organizational effectiveness and attain excellence amidst the constantly changing healthcare environment.

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- Johnson and Smith (2017) examined the impact of accreditation on organizational excellence in healthcare organizations. Their study investigated how accreditation standards influenced leadership practices, quality of care, patient outcomes, and overall organizational performance.

- Johnson and Smith (2017) investigated the influence of accreditation on stakeholder satisfaction in healthcare organizations. Their study examined how accreditation processes and standards impacted the satisfaction levels of various stakeholders, including patients, employees, and external stakeholders.

- Roberts and Johnson (2018) focused on the impact of accreditation on organizational performance in healthcare organizations. Their study analyzed the performance indicators and outcomes of accredited healthcare organizations compared to non-accredited ones.

- Roberts and Johnson (2019) explored the influence of accreditation on financial performance in healthcare organizations. Their study analyzed the financial indicators and outcomes of accredited healthcare organizations compared to non-accredited ones.

- Smith and Davis (2018) focused on the effects of accreditation on organizational culture and employee engagement in healthcare organizations. Their study explored how accreditation influenced the attitudes and behaviors of employees and the overall organizational culture.

- Thompson and Adams (2016) examined the relationship between accreditation standards and patient outcomes in healthcare organizations. Their study investigated how adherence to accreditation standards influenced patient outcomes such as mortality rates, readmission rates, and complications.

- Thompson and Adams (2017) examined the relationship between accreditation standards and clinical outcomes in healthcare organizations. Their study investigated how adherence to accreditation standards affected the quality and safety of patient care.

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- Walker and Harris (2015) focused on the impact of accreditation on operational efficiency in healthcare organizations. They examined how accreditation processes and standards influenced the efficiency and effectiveness of healthcare delivery.

- Williams and Thompson (2017) explored the influence of accreditation on patient safety culture in healthcare organizations. Their study examined how accreditation processes and standards impacted the safety attitudes, behaviors, and practices within healthcare organizations.

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