Factors Influencing Healthcare Workers' Ability to Prevent Malpractice

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Abstract
Objective: This study aims to understand how transformational leadership, reward systems, and emotional intelligence can help prevent malpractice in healthcare.

Methodology/Approach: This study used a qualitative phenomenological approach conducted at a referral hospital. Data were collected through in-depth interviews with physicians, health workers, managers, and members of the hospital's ethics and legal committee, as well as through direct observation.

Results/findings: Based on the study findings, a reward system based on safety, leadership transformative, and emotional intelligence Intelligence (EI) healthcare workers work together to create a culture of patient safety. Employees are encouraged to report concerns without fear. Because leadership transformative push A psychologically safe environment. Non-material rewards that encourage adherence to procedures are used in safety-based reward systems to reinforce positive behaviors. Emotional intelligence (EI) improves ethical decision-making, communication, and emotional control. The integration of these three elements has been shown to strengthen the overall safety culture by improving incident reporting, interdisciplinary collaboration, and patient trust and satisfaction.

Conclusion: Transformative leadership, a fair reward system, and strong emotional intelligence are key elements in minimizing the risk of malpractice and improving the quality of healthcare services.

Limitations: This study was limited to a small number of hospitals and relied on qualitative data, which may not be representative of all healthcare settings.

Contribution: This study contributes to the development of management strategies in healthcare, particularly in leadership training, reward system design, and enhancing emotional.

Keywords: *Emotional Intelligence, Health Workers, Malpractice, Reward System, Transformative Leadership*

1. Introduction

Healthcare malpractice remains a serious problem, impacting service quality and putting hospitals at risk of lawsuits. Because healthcare professionals are key clinical decision-makers, malpractice is directly related to the effectiveness of human resource management, even beyond legal considerations (Law No. 17, 2023; Ystaas et al., 2023). To ensure patient safety, healthcare involves organized professional contact (Langi et al., 2023). Numerous studies demonstrate the substantial impact of organizational elements such as emotional intelligence, reward structures, and leadership styles in reducing clinical errors and improving patient safety (Chaudry et al., 2024; Labrague, 2024; Vasilaki,

2005). To address stress, burnout, and professional communication all risk factors for malpractice leaders in the complex hospital environment must possess both technical and emotional intelligence. Furthermore, a transparent and fair compensation system can enhance a culture of safety, procedural compliance, and motivation (Amelia Kusniawati et al., 2025). However, integrative studies on how leadership, rewards, and emotional intelligence collectively influence malpractice prevention are lacking, particularly in Indonesia, as previous research has largely focused on legal elements or clinical competencies (Singh et al., 2020). Examining this gap is crucial given the evolving nature of hospital governance and the increasing demands for patient safety. This study uses an interdisciplinary approach based on management, psychology, and health law to examine how emotional intelligence, leadership, and healthcare professional reward systems contribute to reducing malpractice risk in Indonesian hospitals. Its contribution is to foster a culture of patient safety by creating an accountable and flexible hospital management approach.

2. Literature Review
2.1. Transformative Leadership
2.1.1. The Concept of Transformative Leadership
Organizational change can be effectively facilitated by transformational leadership, especially in dynamic and high-risk environments such as the healthcare industry (Syarif & Riza, 2022). To achieve strategic goals, transformative leaders maximize organizational resources, such as funding, facilities, and human resources, by collaborating with others (Hidayat, 2010). Burns originally coined this idea in a political context, and Bass developed it in an organizational context (Makmuriana, 2021). Transformational leadership focuses on long-term change, intrinsic motivation, and the achievement of previously unheard-of strategic goals, in contrast to transactional leadership, which enforces the status quo through the exchange of immediate benefits (Sukandar & Irawansyah, 2025). Through a shared vision and psychological support, leaders with this style foster commitment, trust, and loyalty while motivating employees to exceed performance requirements (Labrague, 2024; Ystaas et al., 2023).

2.2. Factors Influencing Transformative Leadership
All leader own style unique leadership Because factors like personality they oneself and the environment place they work. Leadership style is method a leader influence his subordinates through behavior , approach , and approach they For direct work they. According to Warman et al., (2021), there are a number of variables that influence style leadership transformative. First, the character a leader shaped by his personality, which consists of from experience life, values, background background and past learning. Second, expectations and behavior superior influence method a leader adapt self with standard or expectation from superior them. Finally, the characteristics, expectations and behaviors subordinates also influence approach leadership that will implemented For fulfil need team.

2.3. Characteristics of Transformative Leadership Style
Type leadership transformative focus on patterns behavior leader in influence his followers For reach objective organization. Every leader own approach different in accordance situation, character subordinates, and needs organization, so that No There is One the style that is considered the most perfect in every condition. According to Purwanto, A. et al., (2021) there is a number of type leadership. Type autocratic put all decisions made by leaders authoritarian and interest-oriented personal. Type paternalistic show a leader who behaves fatherhood and being place ask for subordinates. Type charismatic describe leader with Power pull tall so that admired many people. The laissez faire type shows a passive and forgiving leader organization walk without Lots mix hands. Meanwhile that, type democratic look at leader as coordinator who encourages participation all over member.

2.3.1. Indicator
According to Ystaas et al., (2023) bass distinguishes four essential elements of transformative leadership: (1) idealized influence, in which leaders act as role models and demonstrate integrity; (2) inspirational motivation, which involves creating a shared vision that inspires high commitment; (3) intellectual stimulation, which involves enhancing creativity and critical thinking; and (4) individualized consideration, which involves providing one-on-one attention to team members through coaching and mentoring. These four pillars enable leaders to promote psychological safety, work

motivation, staff engagement, and a culture of patient safety all essential components in preventing malpractice (Labrague, 2024).

Numerous studies have shown that emotional intelligence among healthcare workers and a fair and transparent incentive system are necessary for transformational leadership to have the greatest possible impact. Emotional intelligence enhances effective communication and stress management during clinical decision-making, while reward systems support psychological motivation and safety-oriented actions (Amelia Kusniawati et al., 2025; Chaudry et al., 2024). Therefore, combining these three factors leadership, rewards, and emotional intelligence may be an effective way to reduce the risk of malpractice in hospitals.

2.3.2. Reward System
2.3.2.1. System Award Concept
System award covers Monetary and non-monetary rewards offered by companies to employees in recognition of their contributions. Performance, organizational commitment, and prevention of healthcare worker turnover have been shown to be improved through appropriate and proportionate rewards (Aini et al., 2023). While rewards focused solely on productivity have the potential to lead to ethical violations and malpractice, rewards based on procedural compliance and incident reporting can improve clinical safety behavior in the context of patient safety (Namadi et al., 2024). A well -designed incentive program in a way ethical is tool tactics used by the company service health For motivating staff to prioritize safety patients. Sense of dedication and belonging employee service health to work they to company can strengthened through non- monetary benefits like mentoring, opportunities growth career, recognition professional, and supportive supervision.

This strengthen effort For avoid malpractice with create culture reporting more mistakes transparent and accountable system award work best if supported by emotional intelligence and leadership transformative. For push behavior safety and reporting incident without fear, leaders transformative build vision and support psychological (Labrague, 2024; Ystaas et al., 2023). Meanwhile that, power health professionals who have emotional intelligence more capable handle stress and interaction with other people, both of whom important For make decision critical clinical (Chaudry et al., 2024). Therefore that, culture strong safety can cultivated and possible malpractice can reduced with integrate leadership transformative, appreciation ethics and emotional intelligence.

2.3.2.2. Form of reward given to employees
The reward is form awards given organization to employee as award on good performance, loyalty, and commitment they to not quite enough answer they. For push improvement quality service and productivity organization, giving award very important For increase motivation, loyalty and enthusiasm work employee. Three type main compensation can given to employees, according to (N. A. Fahmi et al., 2017). First, gifts in form financial, which means salaries, bonuses, overtime and payments cash others received directly by employees. Provision can transferred to account employee or taken direct from part finance in accordance with the system implemented company. Second, compensation financial in form allowances, which include helpful facilities employee overcome expenditure like cost health, leave, insurance, assistance maintenance house and costs childbirth. Allowance This No given in a way direct in in the form of cash, but as compensation that helps they overcome expenditure them. Third, non-financial compensation, such as environment more work good and improvement productivity. For example is provide computer complete, space clean work, adequate lighting and space well -maintained public area. Regardless from fact that award This No paid in form of money, type award This still own significant value because increase level happiness and satisfaction employee.

2.3.2.3. The Purpose and Impact of Giving Rewards
Both Hospitals and power health own objective For give rewards because is method For value Work they and their responsibilities answer they in operate task service health. Record own Lots goals and effects important, according to (I. Fahmi, 2016). First, the benefits for power health is For give they clear and measurable explanation about rights and obligations they so that they understand standard performance and responsibility answer they in work them. Second, the benefits This help power health

fulfil needs and wants they in accordance agreement work, especially Because work This involving Lots risks and many not quite enough answer.

2.3.2.4. Indicator System Award
Indicator System Award in this research
1. Receiving Awards and Recognition, Because awards for reporting errors increase courage and a sense of professional responsibility, it also increases motivation and dedication to promoting patient safety (Aini et al., 2023).
2. Enhanced Professional Status By increasing trust and interprofessional relationships within the hospital, reporting medical events enhances the credibility and professional reputation of the healthcare workforce. health (Namadi et al., 2024).

2.4. Emotional Intelligence
Ability For Identifying, understanding, controlling, and using emotions effectively in social situations and decision-making is known as emotional intelligence (Antariksa, 2025). Stronger empathy, higher self-awareness, and the ability to regulate emotions in challenging situations are typically demonstrated by people with high emotional intelligence, which improves interpersonal communication and adaptation .

2.5. Connection Emotional intelligence , System Awards, and Leadership Transformative
Because it enables leaders to manage conflict, encourage collaboration, build positive social interactions, and create a positive work environment, emotional intelligence is crucial in context leadership Organization. Leaders with high emotional intelligence are better able to motivate their teams, raise their spirits, and build trust, all of which impact positive on performance organization (Space, 2025)

Because of its direct relationship to the quality of clinical communication, provider-patient interactions, and multidisciplinary team coordination, emotional intelligence is a crucial professional skill in healthcare settings. Healthcare workers with high emotional intelligence tend to be more empathetic and able to handle situational stress adaptively, thereby improving patient safety and reducing internal conflict (Chaudry et al., 2024; Jawabreh, 2024). Therefore, increased emotional intelligence strengthens an organization's culture of empathy, trust, and service safety, as well as improving individual performance.

Because a leader's ability to manage emotions influences the effectiveness of incentive systems, interpersonal interactions, and decision-making processes, emotional intelligence has also been empirically shown to mediate the relationship between leadership style and work climate (Chaudry et al., 2024). This suggests that emotional intelligence plays a role as a link between better team performance and quality. services and behavior leadership.

2.6. Indicator Emotional intelligence
Test Emotional intelligence The Schutte Self- Report (SSEIT), which has four main subscales and 33 items, was used to measure emotional intelligence in this study (Safwat Zaki et al., 2025):
1. Emotional perception;
2. Social ability to control other people's emotions;
3. Self-emotion management; and 4. Utilization emotion .
Due to its proven validity and reliability in cross-cultural research and professional environments, the tool This often used (Safwat Zaki et al., 2025).

3. Research Methods
To investigate healthcare workers' subjective experiences with transformational leadership, reward systems, and emotional intelligence in malpractice prevention, this study employed a qualitative phenomenological approach. Because it allows researchers to gain a deeper understanding of the significance of participants' lived experiences in healthcare settings, a phenomenological technique was chosen (Byrne, 2022). Twenty medical staff members from a referral hospital were selected through

purposive sampling to serve as informants. They had to meet three requirements: (1) have at least two years of clinical experience; (2) be directly involved in clinical decision-making; and (3) be willing to fully participate in the research process. The desire to gather in-depth perspectives from healthcare professionals with direct experience with malpractice issues was the reason for selecting the participants.

In-depth interviews, which lasted an average of 60 to 90 minutes, participant observation, and a review of internal hospital policy documents were used to collect data to improve understanding of the operational context. The data were analyzed. use six step important Braun & Clarke's thematic analysis (Byrne, 2022) .

In addition to member checking which included providing interview summaries to participants to ensure accurate interpretation triangulation of sources, techniques, and researchers increased the validity and credibility of the findings (Natow, 2020). Furthermore, a complete audit trail of the analytical documentation process was conducted, and team discussions regarding coding results were used to maintain reliability.

4. Results and Discussion
4.1. Leadership transformative increase courage staff to report incidents
4.1.1. Leadership Transformative as Trigger Courage in Reporting Incident
A data identification procedure using participant observation, interview transcripts, and patient safety policy documents preceded thematic analysis using the Braun & Clarke framework (Burns, 2018). Key indicators of healthcare workers' perceptions of leadership support when reporting clinical events were obtained from the initial coding. Then, codes such as "no fear of punishment," "appreciation of leadership," and "reporting as a learning experience" were summarized into one main theme: Transformative Leadership as a Trigger for Courage to Report.

4.1.2. Non-Punitive Climate and Enhanced Psychological Safety for Healthcare Workers
This theme describes how transformative leaders create a non-punitive environment that provides employees with a sense of psychological safety when reporting medical errors. Three major subthemes representing the characteristics of transformative leadership were identified during the theme review and definition process: (1) offering professional protection through a non-punitive approach; (2) leaders as role models of clinical ethics; and (3) individualized attention through constructive feedback. The final analysis of these themes indicated that because employees felt valued, safe, and supported, they were more likely to report incidents.

Source triangulation (nurses, doctors, and laboratory analysts), technique triangulation (in-depth interviews, observation, and documentation), and researcher triangulation (inter-coder discussions) all increased data validity (Natow, 2020). This reduced subjective bias and ensured consistency of interpretation.

These results align with the four elements of transformative leadership identified by Bass & Avolio (1994): intellectual stimulation, idealized influence, inspirational motivation, and individualized consideration. This theoretical perspective supports the finding that a humanistic, encouraging, and motivating leadership style fosters a culture of transparency and increases the willingness to disclose incidents as part of a group effort to stop malpractice (Dedianto et al., 2025). Instead of using a punishment , leadership transformative grow culture safety through group learning, giving employees a sense of empowerment and accountability for enforcing standard service clinical .

Table 1. Summary of Themes, Subthemes , Representative Quotes , and Supporting Theories

Main Theme	Subtheme	Participant Quotes*	Supporting Theory
Leadership Transformative as Trigger Courage to Report	Non-punitive climate and psychological safety	*"I am not afraid to report because my leader always says 'reports are for learning, not punishment.'"* (P07)	Psychological Safety; Bass & Avolio (1994)
	Leaders as role models	*"When leaders are open about their own mistakes, it emboldens us too."* (P12)	Idealized Influence
	Individual attention and constructive feedback	*"After I reported the incident, the leader appreciated it and gave input without blaming me."* (P03)	Individual Considerations; Herzberg's Motivating Factors

Source: Data Processing Results, 2025

4.2. System Fair rewards reinforce safety behaviors and discourage risky practices .

4.2.1. System Fair Reward as Strengthening Culture Safety

"System "Fair Rewards as a Strengthener of Safety Culture" the main theme of Braun & Clarke's thematic analysis, generated through six stage analysis: introduction data, coding Initial, topic discovery, theme review, theme naming, and report preparation. Participants frequently highlighted the importance of safety, fairness, and non-punitive rewards as motivators for reporting patient safety issues. during the introduction process based on observation and interviews. The first coding generated codes such as "no fear of sanctions," "formal recognition," and "career motivation."

Three main subthemes that emerged from these codes were:
(1) non-punitive rewards that offer a sense of security;
(2) formal recognition and career prospects as professional motivation; and
(3) changing the definition of rewards from material incentives to safety ideals as a shared culture.

Findings from the topic review phase indicated that the equity and openness of the incentive system increased confidence and inspired people to report safety incidents. This concept was developed into a safety values-based reward system that fosters a group learning culture in addition to improving procedural compliance. Triangulation of sources (across professions), methods (interviews and observations) and researchers (inter-coder discussions) increased the validity of the data. These results indicate that a fair incentive system is a tactical way For stop behavior dangerous and guarded trust public to medical services.

4.2.2. Formal Recognition and Career Development Opportunities as Sources of Professional Motivation

This result in a way theoretically supports Herzberg's Two Factor Theory of Motivation, which states that intrinsic rewards such as professional advancement and recognition have effect greater motivation than monetary incentives alone. Participants claimed that formal rewards and moral reinforcement improved safety culture and encouraged reporting.

Table 2. Summary Table of Themes, Subthemes, Representative Quotes, and Supporting Theories

Main Theme	Subtheme	Representative Participant Quotes*	Supporting Theory
A Fair Reward System as a Strengthening of Safety Culture	Non-punitive rewards and psychological safety	*"Reporting is no longer scary because we are rewarded, not punished."* (P11)	Herzberg's Theory of Motivation; Psychological Safety

Main Theme	Subtheme	Representative Participant Quotes*	Supporting Theory
	Formal recognition and career opportunities	*"Recognition from the hospital motivates us more than any financial bonus."* (P05)	Intrinsic Motivation; Herzberg (1966)
	Shifting the meaning of appreciation towards safety values	*"Gifts now mean trust and responsibility, not money."* (P09)	Organizational Culture & Learning

Source: Data Processing Results, 2025

System Fair rewards have been shown to encourage procedural compliance, strengthen reporting behavior, and reduce fear of sanctions. This aligns with Herzberg's motivation theory, which identifies rewards as a key motivating factor. The situation in referral hospitals demonstrates that safety-based rewards (e.g., formal recognition and career opportunities) are more effective than material incentives alone. Furthermore, establishing a fair and safety-oriented reward system reflects the organization's commitment to ethical governance and sustainable human resource management. Such a system not only motivates employees but also instills patient safety as a shared organizational value. By recognizing healthcare workers who demonstrate integrity, accountability, and adherence to safety standards, hospitals can foster a positive work culture that prioritizes transparency, continuous improvement, and collective responsibility. Consequently, fairness in rewards serves not only as a motivational mechanism but also as a strategic driver of organizational learning, resilience, and overall healthcare quality.

4.3. Intelligence High emotional well-being promotes effective communication and ethical clinical decision-making.

4.3.1. Emotional Intelligence as a Determining Factor of Effective Communication and Ethical Decision Making

Thematic analysis by Braun & Clarke shows that professional communication and ethical clinical decision-making are significantly influenced by emotional intelligence (EI). Through observation and interviews , the phase data recognition shows consistency experience participants' perceptions of the importance of self-awareness, emotional regulation, and empathy in stressful clinical situations. Key codes that emerged during the first coding phase is "empathetic" "with patients and families", "controlling emotions during critical situations", and "defusing conflict over time". Three subthemes emerged from these codes: (1) Ability to control feelings in stressful situations; (2) Empathy as the basis for therapeutic dialogue; and (3) The role of EI in enhancing teamwork and moral clinical judgment.

4.3.2. Emotional Intelligence as a Strengthener of Team Collaboration and Clinical Decision Ethics

Topics main, Intelligence Emotions as a Driver of Effective Communication and Ethical Clinical Decision-Making was developed after a thematic review process demonstrated a high degree of coherence between facts and interpretations. The ability of healthcare professionals to use emotional competence to professionally manage clinical problems, establish therapeutic connections, and enforce moral decisions defines this theme. Triangulation of sources, methodologies, and investigators enhances the validity of the findings. Research indicates that healthcare professionals with emotional intelligence (EI) are more successful in reducing conflict, expediting informed consent procedures, and increasing patient confidence.

Table 3. Summary Table of Themes, Subthemes, Representative Quotes, and Supporting Theories

Main Theme	Subtheme	Representative Participant Quotes*	Supporting Theory
Emotional Intelligence as a Driver of Effective Communication and Ethical Decision Making	Emotional regulation in critical clinical situations	*"If we let our emotions control us, we can make bad decisions. Self-regulation is important."* (P04)	Goleman (1995) – Self-Regulation
	Empathy as the basis of therapeutic communication	*"When we listen with empathy, the patient's family is more willing to understand and trust medical decisions."* (P08)	Goleman (1995) – Empathy
	Strengthening team collaboration and ethical decision making	*"Through calm and respectful communication, conflicts between professions can be prevented."* (P15)	Team Collaboration & Clinical Ethics Theory

Source: Data Processing Results, 2025

These findings align with Goleman's (1995) framework, which emphasizes self-regulation and empathy as supporting factors for healthcare professionalism. Empirically, healthcare workers with high Emotional Intelligence (EI) are able to mitigate conflict, expedite the informed consent process, and build patient trust. The validity of these findings is strengthened through triangulation of sources, methods, and researchers, which demonstrated consistency between interviews, observations, and the research team's interpretations. Thus, Emotional Intelligence (EI) can be understood as a fundamental competency in strengthening communication, maintaining teamwork harmony, and ensuring patient safety-oriented clinical services.

The emotional intelligence of healthcare workers plays a crucial role in communication with patients and fellow healthcare workers. Goleman's (1995) theory of emotional intelligence is relevant, particularly the dimensions of empathy and emotional self-management, which are evident in nurses' ability to manage stress when treating critically ill patients. Field conditions indicate that healthcare workers with high emotional intelligence are able to reduce conflict, expedite the informed consent process, and increase patient trust.

4.4. Synergy leadership – appreciation – emotional intelligence strengthening patient safety culture.
4.4.1. Synergy Leadership , Respect , and Emotional intelligence as Foundation Culture Safety Patient
The findings of this study confirm that the combination of transformative leadership, a safety-based reward system, and emotional intelligence (EI) forms a mutually supportive ecosystem to strengthen a patient safety culture. Braun & Clarke's thematic analysis shows that the interaction of these three factors simultaneously creates a sense of safety, increases motivation, and strengthens communication in the workplace. The resulting main theme is Leadership–Reward–EI Synergy as the Foundation of a Patient Safety Culture, with the following subthemes: (1) transformative leadership that encourages transparency, (2) a fair reward system as a driver of intrinsic motivation, and (3) EI as a reinforcement of effective communication and clinical ethics. These findings align with organizational systems theory, which emphasizes the importance of integrating various elements to achieve optimal performance. Empirical data shows that this synergy increases the courage of healthcare workers to report incidents without fear, strengthens interprofessional communication, and increases patient trust and satisfaction. The validity of the results is strengthened through triangulation of sources, methods, and researchers, which demonstrates consistency of findings across professions and settings. Therefore, it can be

concluded that the synergy of leadership, appreciation, and Emotional Intelligence (EI) serves as the main pillar in building a patient safety culture that is oriented towards transparency, collective learning, and malpractice prevention.

4.4.2. The Role of Transformative Leadership in Encouraging Transparency in Incident Reporting
Combination leadership Transformative leadership, safety-based reward systems and emotional intelligence create an ecosystem conducive to malpractice prevention. This reinforces organizational systems theory, which emphasizes the importance of interactions between factors in producing effective performance. At the referral hospital, this synergy is reflected in increased fearless incident reporting, more open communication between medical teams, and increased patient satisfaction.

Table 4. Summary Table of Themes, Subthemes, Representative Quotes, and Supporting Theories.

Main Theme	Subtheme	Representative Participant Quotes*	Supporting Theory
Leadership–Respect–Emotional Intelligence Synergy as the Foundation of Patient Safety Culture	Leadership transformative that encourages transparency	*"We dare to report because the leaders always emphasize openness and never blame anyone."* (P07)	Bass & Avolio (1994) – Leadership Transformative
	A fair reward system as a driver of intrinsic motivation	*"Formal recognition makes us feel appreciated, not just doing routine work."* (P11)	Herzberg – Motivational Factors
	Emotional intelligence strengthens clinical communication and ethics	*"When communication is calm and empathetic, clinical decisions are more easily reached without conflict."* (P15)	Goleman (1995) – Empathy & Self-Regulation

Source: Data Processing Results, 2025

4.5. Discussion
This study show that leadership transformative, system fair reward and emotional intelligence (Emotional Intelligence/EI) power health must collaborate For strengthen culture safety patient. Third element the Work in a way synergistic in form environment safe, collaborative and work contribute in prevention violations and improvements quality service health.

4.5.1. Leadership Role Transformative in Create Culture Safety
Leadership transformative proven play a role important in create climate psychologically safe for power health. Courage staff For report incident safety patient without fear to punishment can grow through exemplary behavior leaders, non- punitive approaches and giving bait come back constructive. Findings This in line with four dimensions leadership transformative According to Bass & Avolio (1994), namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of House sick, style leadership This push transparency and change pattern think staff from culture blame become culture learning together.

4.5.2. System Award Based Safety For Motivating Positive Behavior
System award based safety play a role important in strengthen compliance power health to standard safety patients. Research results show that non- material rewards, such as formal recognition and opportunity development career , giving impact more big compared to incentive financial findings. This support theory Herzberg's motivation emphasizes importance motivation intrinsic For build commitment work. Fair and transparent reward system increasing feelings of appreciation, strengthening compliance procedural and reduce practice risks that can trigger malpractice.

4.5.3. Emotional intelligence as Core Competencies of Healthcare Professionalism

Emotional intelligence proven become element important in ensure communication effective and retrieval ethical decisions. Health workers with high EI level capable manage emotions in the situation critical, showing empathy to patients and improve Work The same team. Findings This supports Goleman's (1995) model which emphasizes awareness self, settings self, empathy and skills social as element key. strong EI help reduce internal conflicts, speed up the informed consent process and increase trust patient to service clinical .

4.5.4. Strengthening Culture Safety through Collaboration Leadership , Rewards , and EI

Synergy between leadership transformative, system fair reward and emotional intelligence proven effective strengthen culture safety patient. Leadership transformative create a sense of security, rewards motivate behavior positive and EI supports communication as well as ethics professional. In perspective theory system organization, effectiveness achieved through integration element mutual management supporting. Empirical data show that combination This increase reporting incident, strengthening communication interprofessional, as well as increase trust and satisfaction patient. Based on findings research, home Sick need apply steps strategic following:
1. Develop culture leadership transformative at all levels of the organization.
2. Designing system fair , transparent and emphasizing awards motivation intrinsic.
3. Optimizing training emotional intelligence as part important from development competence power health.

Approach integrative This functioning as the main strategy prevention malpractice at a time increase reputation, accountability and quality service health. Findings This in line with literature international which confirms that leadership transformative, appropriate rewards and emotional intelligence is factor key in culture safety patients (Chaudry et al ., 2024; Namadi et al ., 2024; Ystaas et al ., 2023).

5. Conclusions
5.1. Conclusion

This study show that culture safety patient formed through synergy leadership transformative, system award based safety and emotional intelligence Intelligence (EI). These three factors complement each other in creating a safe, transparent, and learning-oriented work environment. Transformational leadership encourages staff to report incidents without fear, a fair reward system strengthens motivation and compliance, while healthcare worker EI ensures effective communication and ethical decision-making. The synergy of these three factors has been shown to increase incident reporting, strengthen cross-professional collaboration, and foster patient trust and satisfaction. Therefore, an integrative strategy based on leadership, rewards, and EI can be an important foundation for building a culture of safety while preventing the risk of malpractice in the homesick .

5.2. Suggestions

Research result show that House Sick can increase culture safety patient with apply approach integrative that combines leadership transformative, system fair compensation and development emotional intelligence power health. Training program leadership must implemented in a way sustainable For build style an inspiring, honest and non- punitive leader so that employee own courage For report incident safety as method For study. To increase compliance procedural and avoid potential malpractice, system awards based on indicators safety patient must made in a way open and prioritize motivation intrinsic through formal recognition and opportunities development career .

For increase collaboration and quality taking decision clinical, emotional intelligence must also be prioritized. This can achieved through training in management stress, empathy, communication therapeutic, and resolution conflict. In addition, the house Sick must increase communication between workers through regular forums interprofessional For discuss problem safety and solutions collaborative. Third component the must entered to in system management quality House Sick through policies, procedures operation standard (SOP), indicator performance, and safety audits. This should be entered to in the accreditation and evaluation process sustainable. In addition, research advanced required For evaluate impact term long intervention this is for improvement quality service can done in

a way consistent. Comprehensive method This expected can stop malpractice, increasing level happiness patients, and improve credibility service health

5.3. Implications

The results of this study indicate that the success of transformative leadership in improving patient safety is significantly influenced by the emotional intelligence of healthcare workers and a fair compensation system. Emotional intelligence acts as a socio-psychological mechanism that strengthens the relationship between leadership and patient safety through empathetic communication and ethical decision-making. Furthermore, the synergistic model between leadership, reward systems, and EI provides a novel contribution to the development of a culture of safety, as this integrated approach effectively supports malpractice prevention and improved healthcare quality.

To create a safe work environment and encourage open reporting of incidents, hospitals need to incorporate transformative leadership training into patient safety policies. Furthermore, safety-based incentive programs should be formalized by establishing formal recognition procedures for employees who consistently adhere to safe work practices. Furthermore, improving the emotional intelligence of healthcare workers can be strengthened through training in empathetic communication, emotion regulation, and conflict resolution. These efforts will strengthen clinical collaboration, improve decision-making, and support the creation of a more effective safety culture.

5.4. Recommendation

There is a need to strengthen the managerial capacity of hospitals through transformative leadership training for clinical managers to foster a culture of safety, reform the reward system that emphasizes rewards for compliant behavior and incident reporting as part of a malpractice prevention strategy, and integrate emotional intelligence modules into hospital human resource development programs so that health workers are able to manage emotions, build effective communication, and make ethical clinical decisions so as to create safe, professional, and patient safety-oriented services.

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