



The Effect of Compensation on Work Productivity of Physiotherapists in Yogyakarta

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Abstract

The growing demand for physiotherapy services has challenged work productivity and job satisfaction among physiotherapists in many healthcare facilities. Inadequate financial compensation is a primary source of stress that can affect both job satisfaction and productivity. This study aims to analyze the effect of compensation on the work productivity of physiotherapists in Yogyakarta. This study employed a quantitative method with a correlational design. The sample consisted of 75 physiotherapist respondents in Yogyakarta, selected using total population sampling. The independent variable was compensation, and the dependent variable was work productivity, which was measured using a questionnaire. Data were analyzed using Simple Linear Regression analysis with SPSS version 27. The results show that compensation has a significant positive effect on work productivity ($b = 0.768$; $t\text{-test} = 7.131$; $p < 0.001$) and job satisfaction ($b = 0,750$; $t\text{-test} = 5,122$; $p < 0,001$) among physiotherapists in Yogyakarta. This indicates that better compensation for physiotherapists in Yogyakarta will improve their work productivity. It is recommended that a policy be established to standardize compensation, making it fairer and more proportional according to physiotherapists workload and qualifications. This policy should institute clear and uniform regulations governing the calculation of salaries and allowances for all physiotherapists, thereby eliminating arbitrariness and ensuring accountability.

Keywords: Compensation, Physiotherapists, Work Productivity.

INTRODUCTION

The demand for physiotherapy services in Indonesia has shown a significant upward trend in recent years. This increase is driven by the high prevalence of non-communicable diseases (NCDs) such as hypertension, stroke, diabetes mellitus, joint disorders, physical inactivity, injuries, and disabilities that require rehabilitation and physiotherapy intervention (Suherman et al., 2023). According to the 2023 Indonesian Health Survey, the causes of disability (seeing, hearing, walking) in the population aged 15 and over are accidents/injuries/violence (26%), congenital disorders (14%), and acquired diseases (59.1%). Of these acquired diseases, 53.5% are NCDs, notably hypertension (22.2%), diabetes (10.5%), stroke (20.2%), and cancer (0.6%) (Kemenkes RI, 2023).

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This growing demand for physiotherapy services has made work productivity among physiotherapists a challenge in many healthcare facilities. Work productivity is a measure of how efficiently and effectively a worker completes their tasks to achieve desired results according to established standards (Setiawati & Arianto, 2024). In the context of physiotherapy, work productivity encompasses the ability to provide quality service and optimal quantity of care to patients, achieving effective therapy outcomes in a timely manner (Munawarah, 2021). This productivity reflects a physiotherapist's performance, including the number of patients served, the quality of physiotherapy interventions, adherence to standard protocols, and the timeliness of therapy execution (Indasah et al., 2025).

One of the primary factors that can influence work productivity is compensation. Compensation is a form of reward provided by an organization or company to its employees in return for the work, services, or contributions they have delivered (Nasution, 2024). Effective compensation should be appropriate, fair, acceptable, satisfying, motivating, beneficial, and needs-based. Employees who receive fair and commensurate compensation tend to be more satisfied with their jobs, which enhances work motivation (Nathania et al., 2023). Conversely, dissatisfaction with compensation can undermine job satisfaction and affect performance. Motivated employees are generally more productive, think creatively, and contribute positively to achieving organizational goals (Ananda, 2023). Inadequate compensation policies may cause physiotherapists to pursue informal secondary employment, reduce their service quality, and contribute to higher turnover (Psarras & Karakolias, 2024).

Research by Putra & Mujiati (2022), Sugiayasin & Hawa (2022), Nahak et al., (2002) indicates that compensation has a significant positive effect on employee work productivity across various sectors. This is because inadequate compensation is a primary source of job dissatisfaction and stress, which ultimately impacts both productivity and the quality of patient care (Sudar et al., 2023; Choksi et al., 2024; Shah et al., 2024). Empirical evidence regarding physiotherapist compensation is illustrated in the research by Zotaj et al., (2024), which reveals that physiotherapy service rates in Indonesia are substantially lower than those in developed nations such as Switzerland, Germany, and the United Kingdom. For a package of 10 physiotherapy sessions, the cost in Indonesia ranges from approximately USD 590.21 to USD 780.95. In contrast, the comparable cost can reach USD 1,818.49 in the United Kingdom and approximately USD 1,150 in Switzerland. These lower service fees directly result in minimalistic compensation for physiotherapists, consequently affecting their motivation, well-being, and the overall quality of service provision in Indonesia. Zotaj et al. (2024) further emphasize the urgent need to optimize national schemes to be more financially effective and to enhance the welfare of the physiotherapy workforce.

Based on the background exposition above, a disparity exists between theory and practical realities in the field. Research examining the influence of compensation on productivity remains relatively limited, particularly studies focusing on physiotherapist populations and, more specifically, within the region of Yogyakarta City. Therefore, this study aims to analyze the effect of compensation on the work productivity of physiotherapists in the city of Yogyakarta.

METHOD

This study employed a quantitative method with a correlational design. The research was conducted at the Indonesian Physiotherapy Association (Ikatan Fisioterapi Indonesia), Yogyakarta City Branch, in July 2025. The research variables consisted of an independent variable, compensation (X), and a dependent variable, work productivity

(Y). The study population included all physiotherapists in Yogyakarta City. The sample comprised 77 respondents, selected using a total sampling technique. The inclusion criteria for the study sample were: active physiotherapists registered with the Indonesian Physiotherapists Association (IFI), Yogyakarta branch, for the 2025 membership year, and those willing to participate as respondents. Conversely, respondents who failed to complete the questionnaire in its entirety were excluded from the study and replaced. However, only 75 respondents completed the questionnaires in full

The research instrument was a questionnaire developed and modified by the author, based on compensation indicators by Afandi (2021) and work productivity indicators by Sudaryo et al. (2019). The compensation indicators consist of: wages or salary, incentives, allowances, and facilities. The work productivity indicators consist of: task execution capability, output improvement, work motivation, self-development, and quality enhancement. The research instrument was validated using Pearson product-moment correlation and tested for reliability through Cronbach's alpha coefficient calculation. The validity test results indicated that all items in both instruments were valid. The compensation instrument (10 items) showed validity with individual correlation values of 0.695, 0.790, 0.676, 0.597, 0.602, 0.684, 0.678, 0.619, 0.722, and 0.588, all exceeding the critical value of 0.361. Similarly, the work productivity instrument (11 items) was validated with with individual correlation values of 0.732, 0.723, 0.822, 0.644, 0.826, 0.717, 0.652, 0.659, 0.807, 0.812, and 0.795, all exceeding the critical value of 0.361. Furthermore, the reliability test demonstrated that both instruments were highly reliable, with a Cronbach's alpha of 0.857 for the compensation instrument and 0.919 for the work productivity instrument, both surpassing the accepted benchmark of 0.70.

Data analysis was performed using Simple Linear Regression analysis with SPSS version 27. This study adhered to research ethics and obtained ethical approval from the Health Research Ethics Committee of the Faculty of Health Sciences, Universitas Muhammadiyah Surakarta, with approval number: 1440/KEPK-FIK/VII/2025.

RESULTS

This section presents the findings from the analysis of the research data.

Table 1. Frequency Distribution of Respondent Characteristics

Characteristics	Category	Jumlah (f)	Percentage (%)
Gender	Female	33	44.00
	Male	42	56.00
Age	23 – 32 years old	21	28.00
	33 – 42 years old	26	34.67
	43 – 52 years old	12	16.00
	53 – 62 years old	11	14.67
	63 – 72 years old	5	6.67
Education	D3	32	43.67
	D4	18	24.00
	S1	25	33.33
Years of Employment	2 - 3 years	5	6.67
	3 - 4 years	15	20.00
	> 4 years	55	73.33
Salary	< IDR 1.500.000	9	12.00
	IDR 1.500.000 to IDR 2.499.999	42	56.00
	IDR 2.500.000 to IDR 4.000.000	17	22.67
	> IDR 4.000.000	7	9.33

Table 1, the respondent demographics were characterized by a majority of males (56.0%, n=42). The most represented age group was 33-42 years (34.7%, n=26), and a Diploma 3 (D3) was the predominant educational level (43.7%, n=32). In terms of professional experience, the vast majority (73.3%, n=55) reported a work tenure of over four years, with a corresponding salary range of IDR 1.500.000 to IDR 2.499.999 being the most frequent (56.0%, n=42).

Table 2. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Compensation	75	33	50	41.83	4.323
Work Productivity	75	33	54	45.04	5.179

Table 2 above presents the mean response scores for the research variables. The mean score for the compensation variable was 41.83, which is classified as high, with minimum and maximum values of 30 and 50, respectively. Meanwhile, the mean score for the work productivity variable was 45.04, also categorized as high, with minimum and maximum values of 33 and 54.

Table 3. Data Normality Test Using the Kolmogorov-Smirnov Test

Variable	N	p-value (sig.)
Compensation (X) → Work Productivity (Y)	75	0.052

Based on Table 3, the significance value for the normality test of the data is 0.052 > 0.05. This indicates that the data distribution for the variables of compensation and work productivity is normal. Therefore, a simple linear regression test could be performed.

Table 4. Bivariate Analysis of Compensation on Work Productivity

Variable	b	Std. Error	t test	p-value	R ²
Constant	12,930	4,527	2,856	0,006	
Compensation	0,768	0,108	7,131	<0,001	0,411

The regression equation for the effect of compensation on work productivity is as follows: $Y=12,930+0,768X$ (1)

Based on Table 4 and the regression equation above, the following conclusions can be drawn: Constant Value (a) = 12.930: This indicates that if the compensation value is zero or constant, the baseline work productivity score is 12.930. Regression Coefficient (b) = 0.768: This signifies that for every one-unit increase in compensation, work productivity increases by 0.768 units or 76.8% among physiotherapists in Yogyakarta.

Hypothesis Test Result: The simple linear regression test for compensation on work productivity shows that the t-value of 7.131 > the t-table value of 1.667 and a significance level of p-value < 0.001 (p < 0.05). The calculated t-value and significance level obtained from this linear regression test lead to the rejection of the null hypothesis (H₀) and the acceptance of the alternative hypothesis (H₁). Therefore, compensation has a positive and statistically significant effect on the work productivity of physiotherapists in Yogyakarta. Coefficient of Determination (R²) = 0.411: This means that 41.1% of the variance in work productivity can be explained by the compensation variable, while the remaining 58.9% is influenced by other factors not included in this research model.

DISCUSSION

Based on the research findings, it can be concluded that compensation has a significant effect on the work productivity of physiotherapists in Yogyakarta ($b = 0.768$; $t\text{-value} = 7.131$; $p < 0.001$). This indicates that for every one-unit increase in compensation, work productivity increases by 0.768 units or 76.8%. This finding demonstrates that better compensation for physiotherapists in Yogyakarta is associated with higher levels of work productivity. The results of this study align with previous research. A study by Yolanda et al. (2024) on employees at Persahabatan General Hospital also found that compensation has a positive and significant effect on work productivity ($p=0.019$). Furthermore, research by Yantu & Rahman (2025), Bakrie & Jaenudin (2025), Farhani (2024), dan Nugraha et al., (2022) consistently demonstrates that compensation exerts a positive and significant influence on employee productivity across various corporate sectors and professions. However, these findings also contradict previous research by Febrianti & Andriani (2024), which demonstrated that financial compensation has no significant effect on the productivity of nurses at dr. H. Marzoekei Mahdi Mental Hospital Bogor ($p\text{-value} = 0.953 > 0.05$, $\beta = 0.002$).

Compensation is a reward provided by a company to its employees to meet their living needs, which in turn motivates them to contribute to their highest performance, thereby enhancing productivity. In return for fair compensation, employees are willing to dedicate their energy, intellect, talent, and skills to the company (Suharto, 2023). This study is consistent with Equity Theory. This theory posits that fairness is measured by comparing the ratio of an individual's contributions (or inputs) to their benefits (or outcomes). Fair compensation, based on performance, competence, and expertise, plays a crucial role in enhancing employee motivation and productivity (Igbaji et al., 2024).

Fair and transparent compensation fosters a positive work environment where employees feel valued and motivated to enhance their overall performance and productivity (Amirudin, 2024). Conversely, wage inequity can diminish motivation, increase reluctance to work, and reduce labor productivity (Bağlıtaş, 2021). This is supported by research from (Gutierrez et al., 2025), which found that salary transparency makes employees more aware of the fairness of the compensation system. When employees perceive they are overpaid, they may increase their productivity to justify their compensation; conversely, perceived underpayment leads to a decline in productivity. Furthermore, providing financial compensation such as performance bonuses and incentives, along with timely salary payments, significantly enhances employee motivation, satisfaction, and work efficiency, thereby directly impacting productivity (Rahman et al., 2025; Usman et al., 2025).

Productive physiotherapists play a vital role in various aspects of healthcare services. This includes conducting patient assessments, providing education, promoting prevention, supporting self-management, and collaborating with other health professionals to deliver holistic care (Champoux et al., 2025). However, dissatisfaction with compensation, particularly its financial aspects, is a primary source of stress and reduced job satisfaction among physiotherapists, which ultimately diminishes their work productivity (Sudar et al., 2023). A study of physiotherapists in Greece by Psarras & Karakolias (2024) explains that low remuneration or total compensation leads to decreased productivity and service quality. Specifically, 46% of respondents stated that low compensation does not motivate them to provide higher quality services. This dissatisfaction with compensation also compels some physiotherapists to seek other sources of additional income (Psarras & Karakolias, 2024). The study by Zotaj et al. (2024) also emphasizes the need to optimize compensation schemes at a national level to

enhance their financial effectiveness and improve the welfare of the physiotherapy workforce.

For the management of healthcare institutions, such as hospitals or physiotherapy clinics, the findings of this study indicate that implementing structured and equitable compensation enhancements can serve as a viable strategy to retain qualified physiotherapists and foster higher productivity. Compensation encompassing both financial aspects (such as salaries and incentives) and non-financial aspects (such as recognition, training, and a supportive work environment) has been shown to positively impact job satisfaction and productivity. Therefore, it is imperative for healthcare institution management to use these findings as a basis for formulating more effective human resources policies.

A limitation of this study is that it was conducted exclusively among physiotherapists working in the city of Yogyakarta, with a total of 75 respondents. Consequently, the findings cannot be generalized to other regions within the Special Region of Yogyakarta (DIY) or other parts of Indonesia, which may have different economic conditions, institutional policies, and work cultures. Furthermore, this research focused solely on the independent variable of compensation as a factor influencing work productivity and job satisfaction. Other factors with potential influence, such as motivation, work environment, workload, and intrinsic motivation, were not included as variables in this study.

CONCLUSION AND RECOMMENDATIONS

Compensation has a positive and significant influence on the work productivity and job satisfaction of physiotherapists in the city of Yogyakarta. This indicates that the better the compensation received by these physiotherapists, the higher the levels of work productivity and job satisfaction they experience.

Consequently, it is recommended that relevant health departments and institutions support a compensation system that includes a decent base salary, performance-based incentives, allowances, and adequate work facilities. Furthermore, it is crucial to advocate for policies that standardize compensation to be fairer and more proportional, commensurate with physiotherapists' workload and qualifications. Such measures are essential to support increased work productivity and enhance the quality of physiotherapy services.

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