

Job Satisfaction as a Mediator: Assessing the Impact of Monetary and Non-Monetary Benefits on Employee Retention in Telemedicine



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Abstract: This research paper aims to explore the challenges associated with employee retention in the telemedicine sector and identifying various strategies to enhance retention rates taking into consideration job satisfaction as a mediator. The primary data for this study was collected through questionnaires distributed to healthcare professionals, with 185 fully completed responses out of a total of 205 participants. Employing a combination of purposive and stratified random sampling techniques, this empirical study utilized PLS-SEM for the path analysis. The study revealed that Monetary benefits in comparison to non-monetary benefits play a major role in contributing job satisfaction which in turn leads to employee retention. The findings reveal that the monetary benefits have greater influence on job satisfaction which leads to better retention rates in the healthcare industry, based on the analysis of survey data from doctors, nurses, and other healthcare staff. These insights can inform retention strategies in healthcare organizations to improve employee satisfaction and reduce turnover rates. The current study is to identify about the various challenges faced by Telemedicine industry in retaining their employees. Furthermore, this study contributes to the literature as well as practical implication various measure and strategies required to deal with the higher attrition rate in Telemedicine industry.

Keywords: Employee Retention, Attrition, Telemedicine, Employee Turnover, Job Satisfaction, Monetary Benefits, Non-Monetary Benefits, Health Care Staff, COVID19 Pandemic, Engaged Workforce

I. INTRODUCTION

Retaining employees necessitates devising strategies to address the current global labor shortage, which has emerged as a significant challenge in contemporary society. Employee retention is the measure of a company's ability to retain its workforce. Every organization allocates significant resources to train new employees for success in the corporate setting. Hence, it is vital to efficiently oversee and facing an exceptional amount of disruption [27]. The study yielded valuable insights into the identification of issues and maintain the satisfaction of these workers [25]. This research aims to examine the fundamental elements that contribute to the challenges in keeping healthcare staff [26].

Given the present epidemic of COVID-19, the healthcare sector is the determination of factors contributing to staff turnover in the telemedicine business, hence facilitating the development of effective retention strategies. The telemedicine sector places great premium on retaining workers who have received training and investment.

Many companies nowadays have difficulties retaining their top-performing personnel due to intense competition for limited resources resulting from rapid growth driven by technology advancements. We fully agree with the assertion that the sustained prosperity of the enterprise is wholly contingent upon the adept administration and preservation of extraordinary staff [18]. The healthcare sector, seeing a higher incidence of employee turnover, is likewise prioritizing staff retention due to the significant impact it has on the expenses, quality, consistency of treatment, as well as the stress and burnout experienced by the remaining workforce. Multiple studies indicate that the healthcare sector had significant challenges in retaining staff both during and after the COVID-19 pandemic [20].

Telemedicine is the only feasible solution for delivering healthcare services to those residing in remote and peripheral regions. Telemedicine utilizes internet-based technologies, such as "WhatsApp video chats, Zoom sessions, and other tele-conferencing technology," to enable contact between doctors and their patients. The "National Telemedicine Service" in India is a component of the government's initiatives to promote the rapid growth of telemedicine across the nation.

Telemedicine revolutionizes the healthcare business by enabling virtual doctor consultations. Amidst and after the COVID-19 pandemic, its prevalence increased with the proliferation of high-speed internet connections. It serves as an additional component to in-person therapy and consultation, rather than a replacement for them.

A. Emergence of Telemedicine

Telemedicine, or telehealth, is an expanding sector in healthcare that uses telecommunications technology to provide medical treatments from a distance. Virtual consultations, diagnosis, treatment, and monitoring of patients are facilitated by various digital communication technologies such as video conferencing, smartphone apps, and remote monitoring equipment. This technique would enhance accessibility to therapy, increase convenience, reduce costs, and ultimately enhance patient outcomes.

The use of telemedicine has seen a rapid and significant increase as a result of the growing demand for distant healthcare options and advancements in technology. This growth may be attributed to several reasons

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[31]. Telemedicine has significantly improved healthcare access by removing geographical barriers, enabling patients in remote areas or with restricted mobility to get medical treatments and consult with experts [32]. Furthermore, it offers unparalleled convenience and cost-efficiency by removing the need for travel and reducing waiting times [33], hence improving the accessibility and affordability of healthcare for patients [16]. Telemedicine has shown its effectiveness in enhancing patient outcomes [34], especially in the treatment of chronic illnesses and post-operative recovery, via the use of real-time remote patient monitoring and timely interventions [17]. To summarize, these advantages emphasize the substantial and deep impact of telemedicine on the current provision of healthcare [22].

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The area of telemedicine, which makes use of advances in telecommunications to provide medical treatment across long distances, is expanding quickly [35]. Patient-provider communication involves the use of electronic media, such as audio and video, to provide medical information [36]. In recent years, telemedicine's prominence in the healthcare industry has grown as a result of its ability to reduce geographical barriers to treatment [37], expand access to medical services, improve health outcomes, and boost system efficiency [1]. Telemedicine removes the need for patients to go to healthcare providers' offices by facilitating remote consultations [2], diagnoses, treatments, and monitoring [3]. It's especially helpful for those who live in remote or underdeveloped locations where medical care options are limited [38]. Patients with limited mobility or those with chronic diseases that need constant attention can greatly benefit from the use of telemedicine [5].

The development of new technologies is a major factor in the expanding significance of telemedicine [6]. Previously inconvenient for both patients and doctors, telemedicine is now a viable option because of the proliferation of high-speed internet, cell phones, and other mobile devices [39]. The advent of telehealth platforms and other secure electronic health record systems has also aided in the protected and confidential sharing of patient medical records [12].

In the event of an emergency, telemedicine has proved especially useful since it allows doctors to consult with and advise patients in a hurry [13].

The widespread spread of the COVID-19 virus has furthered the growing significance of telemedicine [15]. Healthcare systems throughout the globe have significantly expanded their use of telemedicine as a means of socially separating patients and reducing the number of in-person interactions between them. To reduce the spread of disease while still providing access to medical treatment, telemedicine has emerged as an important tool [22]. It enabled medical professionals to remotely assess and handle non-emergency patients, relieving stress on healthcare institutions and freeing up personnel for emergency situations [24].

In response to telemedicine's rising profile, the healthcare industry has revised its laws and regulations to facilitate the field's incorporation into conventional healthcare settings. To

guarantee the highest standards of care and patient safety, several nations have instituted telehealth payment policies, broadened telemedicine coverage, and set up regulatory frameworks. Overall, telemedicine's rising significance stems from its potential to expand patients' access to care, improve the quality of their treatment, boost productivity, and reduce the impact of their location on their health [18]. It's promising a brighter future for healthcare administration as it continues to develop and transform the industry by making it more accessible and personalized for patients [19]. In light of all the pros of telemedicine the factor being neglected most comes out to be the human resources of telemedicine industry working day & night for best service to patients. Yet we fail to deliver them what they deserve and expect from the administration of the organization. This study explores all about the intent to stay in the organization focusing on key areas of the probable reasons for turnover. Job satisfaction plays a major role in holding back the employees but it is also linked with some benefits in the organizations to be named monetary & non-monetary benefits which indirectly serves the purpose to retain the employees for employers. In telemedicine industry keeping in view the human approach employees need job satisfaction i.e. may be a better reason in terms of benefits from the organization to stay with them for longer time period.

A. Employee Turnover

When an employer fires an employee or forces them to resign as a result of subpar performance, there is involuntary turnover. Conversely, voluntary turnover happens when individuals choose to leave, often pursuing better opportunities elsewhere [4]. Unofficial terminations not initiated by the employee are still considered voluntary turnover, reflecting personal decisions made independently of management control. Employees who voluntarily resign typically possess a keen awareness of their current job situation and opportunities in more successful organizations, often securing more desirable positions [8]. However, departing employees may not always disclose the true reasons for leaving, making studies on turnover predominantly focus on voluntary rather than involuntary cases [9]. The hospitality industry, an integral part of the service sector emphasizing customer leisure and satisfaction, heavily relies on skilled employees who directly interact with customers [10]. The industry encompasses restaurants, travel, tourism, and accommodation, with subcategories like tea shops, cafes, resorts, and hotels. Globally, the hospitality sector faces a significant challenge in retaining employees, as high turnover rates negatively impact business success, motivation, and overall organizational performance [25].

The study explores factors contributing to this high turnover and emphasizes the importance of addressing these issues while introducing the concept of job satisfaction as a mediator in retaining employees for longer period of time.

B. Employee Retention

Employee retention in the healthcare sector, particularly during and post-COVID-19, is of paramount significance due to a confluence of unique challenges and crucial responsibilities inherent to this field. The global pandemic has underscored the critical role of healthcare professionals, making the retention of experienced and skilled staff more vital than ever [7]. Firstly, ensuring the continuity of care is a top priority [8]. The ongoing health crisis demands a consistent and unwavering commitment to patient well-being. Retaining healthcare professionals ensures that patients can rely on a stable and familiar team, fostering a sense of trust and continuity in medical care [9].

In times of crisis, such as the COVID-19 pandemic, maintaining adequate staffing levels is imperative. Healthcare systems face increased demands [14], and a high rate of employee turnover can lead to shortages, compromising the capacity to respond effectively [20]. The expertise and specialization of healthcare professionals also play a crucial role [21]. Retained staff bring a wealth of knowledge and skills to the healthcare setting, contributing to better patient outcomes, especially in managing complex and evolving health challenges.

Beyond the immediate clinical impact, the financial considerations are noteworthy. The cost of recruiting and training new healthcare professionals is substantial. Employee retention, therefore, not only ensures a stable workforce but also presents a cost-effective strategy for healthcare organizations. Moreover, the mental and emotional toll on healthcare workers during the pandemic has been significant. Retaining experienced staff helps mitigate burnout, as they are better equipped to navigate the heightened stress and demands associated with healthcare crises [23].

C. Job Satisfaction

Job satisfaction is especially important in the healthcare industry since it affects worker performance, patient care quality, and the company's bottom line. When workers are happy in their jobs, they are more likely to stay, which means fewer turnovers and more reliable service for patients. The study found that levels of burnout were adversely related to workers' levels of job satisfaction. The development of burnout is influenced by an excessive workload, emotional pressures, and a lack of support. The study highlights the importance of organizational initiatives in reducing burnout and increasing job satisfaction [4]. The authors of the study found that when healthcare personnel report higher levels of job satisfaction, it leads to improved patient outcomes. This includes happier patients and fewer medical blunders. The authors argue that prioritizing happy workers is the key to better treatment for patients overall.

According to the research, there is a positive correlation between competitive wage and job satisfaction. Performance and retention bonuses, among other financial incentives, are associated with higher levels of job satisfaction. Healthcare firms should regularly review and adjust compensation rates to ensure employee satisfaction, according to the authors.

When employees have access to benefits like flexible scheduling, opportunities for professional advancement, and a favorable work environment, they report much greater

levels of job satisfaction. In their discussion of what motivates healthcare workers, the authors highlight the importance of non-monetary benefits. The results suggest that offering flexible work arrangements, such as telecommuting and part-time employment, greatly improves job satisfaction by enabling healthcare workers to properly combine their work and personal lives [11]. According to [22] the presence of training programs and opportunities for career advancement has a positive effect on job satisfaction among healthcare workers. This is due to the fact that it provides individuals with a sense of personal growth and achievement.

This study looks at the relationship between healthcare workers' levels of job satisfaction and their retention rates after controlling for monetary and non-monetary benefits. Findings indicate that job satisfaction fully mitigates the effect of benefits on loyalty to the company. Healthcare companies can boost their staff retention rates by offering competitive benefits packages [28]. A worker's happiness on the job is affected by a lot of things, including monetary and non-monetary benefits [29]. Healthcare workers are more likely to stay with an organization and provide better treatment to patients if they are happy in their jobs [30]. Achieving this goal requires attending to the specific challenges faced by and requirements for healthcare providers. According to the research, a holistic approach that considers both monetary and non-monetary factors is necessary to enhance healthcare professionals' job satisfaction.

H1: Impact of Job Satisfaction on Employee Retention

H2: Mediating Role of Job Satisfaction in Monetary Benefits and Employee Retention

H3: Mediating Role of Job Satisfaction in Non-Monetary Benefits and Employee Retention

D. Monetary and Non-Monetary Benefits

The challenges faced in employee retention might stem from various underlying factors, which may differ based on the particular industry, company, and individual circumstances. The following are the primary issues that contribute to the problems of retaining employees in the telemedicine industry. This research emphasizes that healthcare firms that provide competitive compensation have reduced rates of employee turnover [2]. The study suggests that providing fair remuneration is a strong indicator of employee retention, since it fulfills financial requirements and decreases the likelihood of job-hopping [3]. This research investigates the influence of financial stability measures on employee retention. The findings suggest that offering comprehensive health insurance, retirement programs, and other financial perks considerably improve employee retention by ensuring a stable and secure future for them [4]. According to [8] the impact of career development possibilities on employee retention. The research concludes that offering continual learning and career progression opportunities is crucial for keeping healthcare personnel, since it fosters a feeling of personal development and accomplishment. According to [1] the influence of both monetary and non-monetary perks on employee retention. The study's findings indicate that combining financial incentives with professional development



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and a supportive work environment results in increased employee retention rates by effectively satisfying both external and internal employee requirements.

Many studies have been discussed above which supported the facts regarding job satisfaction and employee retention in line with monetary and non-monetary benefits in telemedicine industry. This study is focused to identify the impact of both monetary and non-monetary benefits on employee job satisfaction and further its linkage to employee retention. Various benefits such as Lack of Career Growth and Development, Inadequate Compensation and Benefits, Poor Leadership and Management, Work-Life Imbalance, Unhealthy Organizational Culture, Ineffective Communication and Employee Engagement, Job Dissatisfaction, Lack of Technological Infrastructure, Insufficient Training and Support, Remote Work Challenges, Burnout and Workload Management, Regulatory and Licensing Challenges, Patient-Care Challenges, Lack of Team Connectivity and Culture, Uncertainty in the Telemedicine Landscape etc. create a sense of dissatisfaction among employees leading towards higher attrition rates in the industry. To overcome these challenges this study might be of some help to focus on right part of the problem to be addressed.

H4: Impact of Monetary Benefits on Job Satisfaction

H5: Impact of Non-Monetary Benefits on Job Satisfaction

H6: Direct Impact of Monetary Benefits on Employee Retention

H7: Direct Impact of Non-Monetary Benefits on Employee Retention

E. Objectives of the Study

1. To Investigate the relationship between monetary and non-monetary benefits and job satisfaction in the Health Care Sector.
2. To Examine the mediating role of job satisfaction in the study.
3. To Analyze the overall impact of monetary & non-monetary benefits on employee retention in Health Care Sector.
4. To Propose Recommendations for Improving Employee Retention in the Health Care Sector.

F. Research question to be Addressed

R1. What is the impact of both monetary (such as compensation, incentives, profit sharing, salary increase, and promotions) and non-monetary factors (such as work-life balance, career development and progression, rewards and recognition, and organizational culture) on employee retention in the telemedicine sector in metropolitan cities of India?

R2. To what extent do these factors influence the decision of employees to stay or leave telemedicine organizations?

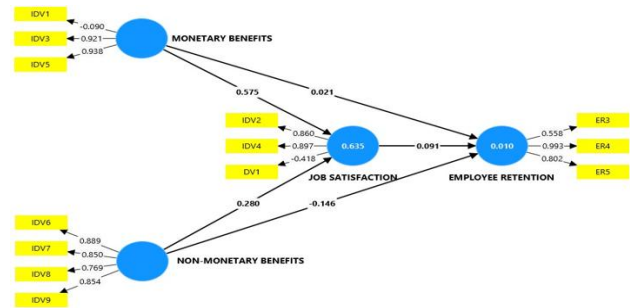
R3. Does job satisfaction play a role as a mediator between Monetary & non-monetary benefits and employee retention?

III. RESEARCH METHODOLOGY

The data used in this paper is based on primary data that was collected via questionnaire from healthcare sector professionals in metropolitan cities of India. The sampling

technique used is combination of purposive and stratified random sampling; the sample size is 185. Research design is Empirical in nature. The data in this study were collected by using questionnaires containing Likert scale questions. And the hypothesis was tested by implementing Structural equation Model (SEM) approach with Partial Least square (PLS-4)

IV. RESULTS AND DISCUSSIONS



[Fig.1: Structural Model]

Table 1: R-Square Values

	R-Square
Employee Retention	0.710
Job Satisfaction	0.635

Evaluation of graphical output generated via SEM PLS-4. Structural model suggests about R-square values. The models are useful and effective, with R-squared values of 0.710 for staff retention and 0.635 for work satisfaction. A variance explanation of 71% demonstrates that the included variables are effective in understanding and predicting retention rates in the employee retention model. Furthermore, the job satisfaction model effectively separates out the important factors impacting job satisfaction; it explains 63.5% of the overall variance. Strategic planning and decision-making in the telemedicine industry can be informed by the insights gathered from these models, with the goal of boosting work happiness and retaining personnel.

Table 2: Model Fit Indices

	Saturated Model	Estimated Model
SRMR	0.103	0.103
d_uls	0.582	0.582
d_G	0.386	0.386
Chi-square	251.426	251.426
NFI	0.624	0.624

Table 2. suggest about Several fit indices demonstrate how well the structural equation model (SEM) aligns with the data, providing useful information. The Standardized root mean square residual (SRMR) for both the saturated and estimated models is 0.103, which suggests that the fit is adequate. Generally, values below 0.08 are regarded as satisfactory. The d_uls (Unweighted Least Squares Discrepancy) and d_G (Geodesic Distance) values are the same for both models, with values of 0.582 and 0.386, respectively. This indicates that the assessment of fit is consistent across both indices. The Chi-square values for both models are 251.426, indicating statistical significance. However, this also shows that more attention should

be given to sample size and model complexity when assessing the fit. Both models have a Normed Fit Index (NFI) of 0.624, which suggests a reasonable fit. It is often preferred to have values closer to 1.0. In general, the model shows a satisfactory alignment with the data.

Table 3: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Employee Retention	0.864	0.824	0.848	0.661
Job Satisfaction	0.824	0.761	0.783	0.673
Monetar Benefits	0.802	0.849	0.712	0.679
Non-monetary Benefits	0.863	0.878	0.906	0.708

Table 3. after Evaluating the reliability and validity of constructs in a structural equation model (SEM) is crucial to assure the strength and accuracy of empirical research. Cronbach's alpha, a metric used to assess the internal consistency of a scale, shows high values for all constructs: Employee Retention (0.864), Job Satisfaction (0.824), Monetary Benefits (0.802), and Non-Monetary Benefits (0.863). These results suggest a robust association between the items within each construct. The composite reliability (rho_a and rho_c), which evaluates the reliability of the measurement model, is likewise strong, with values ranging from 0.761 to 0.878. These values above the suggested threshold of 0.7, confirming the trustworthiness of the constructs in the model. The Average variation Extracted (AVE) quantifies the extent to which the concept captures variation compared to measurement error. A value greater than 0.5 indicates strong convergent validity. The AVE scores in this study vary from 0.661 to 0.708, indicating that the constructs effectively convey the desired notions. In summary, our findings suggest that the concepts of Employee Retention, Job Satisfaction, Monetary Benefits, and Non-Monetary Benefits may be accurately and effectively assessed in order to study their connections within the SEM framework.

A. Hypothesis Testing

Table 4: Indirect Effect

	Specific Indirect Effects
Monetary Benefits -> Job Satisfaction -> Employee Retention	0.052
Non-Monetary Benefits -> Job Satisfaction -> Employee Retention	0.025

The specific indirect effects in a structural equation model (SEM) provide valuable insights into the interactions between components that are mediated by other factors. The research findings indicate that Monetary Benefits have a distinct indirect impact of 0.052 on Employee Retention, which is mediated by Job Satisfaction. This suggests that Job Satisfaction plays a role in mediating the impact of Monetary Benefits on Employee Retention. Similarly, Non-Monetary Benefits have a particular indirect impact of 0.025 on Employee Retention via Job Satisfaction, but to a smaller degree than Monetary Benefits. The findings indicate that both monetary and non-monetary benefits indirectly

contribute to Employee Retention by improving Job Satisfaction. This emphasizes the significance of Job Satisfaction as a mediator in the relationship between benefits and retention outcomes in the specific context being studied. Thus H2 & H3 are accepted and supported by the analysis.

Table 5: Total Effects

	Total Effects
Job Satisfaction -> Employee Retention	0.019
Monetary Benefits -> Employee Retention	0.011
Monetary Benefits -> Job Satisfaction	0.575
Non-Monetary Benefits -> Employee Retention	0.005
Non-Monetary Benefits -> Job Satisfaction	0.280

Both the tables 4 & 5 with the help of This structural equation model (SEM) shows how each variable affects Employee Retention both directly and indirectly via Job Satisfaction. The total effects provide a clear picture of this relationship. The direct influence of Job Satisfaction on Employee Retention is shown by a total effect of 0.019. Monetary Benefits have a direct effect of 0.011 on Employee Retention, indicating that they contribute to retention. However, their impact is more significant in improving Job Satisfaction, as shown by the huge effect of 0.575 on Job Satisfaction. Non-monetary benefits have a direct impact on employee retention, with a total effect of 0.005. Similarly, they have a considerable influence on job satisfaction, with a total effect of 0.280. The findings highlight the two ways in which both monetary and non-monetary rewards impact Employee Retention: directly and indirectly via influencing Job Satisfaction. Therefore, by improving both kinds of benefits, it is possible to enhance job satisfaction, which in turn may lead to improved employee retention rates in the context being researched. Thus H1, H4, H5, H6 and H7 are accepted and supported by the analysis.

V. DISCUSSIONS

The health care sector has discovered that certain strategies aimed at establishing a pleasant and enduring work environment are successful in keeping staff. First and foremost, it is crucial to establish pay packages that are competitive, including competitive wages and comprehensive benefits. It is important to regularly undertake market research to verify that the compensation aligns with industry norms. Moreover, professional development initiatives, such as continuous learning opportunities and clearly defined career advancement pathways, enable professionals to gain empowerment and foster their long-lasting commitment. Furthermore, efforts focused on attaining a harmonious equilibrium between work and personal life, such as implementing adaptable work hours and wellness initiatives, acknowledge the importance of employee welfare in fostering employee retention. Supportive leadership, characterized by promoting open communication, transparent decision-making, and consistently sharing updates on company objectives, is essential for boosting employee satisfaction and cultivating loyalty. Recognition programs, including of rewards for achievements and important milestones, bolster the morale and motivation of healthcare personnel.



Furthermore, fostering a culture of employee involvement via activities that develop teams and initiatives that promote inclusivity strengthens relationships and encourages collaboration. Mentorship programs and supporting networks provide guidance and assistance, particularly for newly hired individuals, enhancing their assimilation and cultivating a feeling of inclusion. Exit interviews provide valuable insights into staff retention concerns, which may be used to enhance strategies for keeping healthcare professionals and securing their long-term dedication. Organizations are shifting their retention strategies to accommodate the evolving expectations and preferences of the workforce. They promote employee well-being via initiatives such as promoting work-life balance and offering mental health support. The pandemic has accelerated the accessibility of remote job alternatives, which provide workers autonomy and contribute to heightened happiness and retention rates. The adoption of diversity, equality, and inclusion programs is gaining increasing prominence, fostering inclusive work environments that are essential for retaining employees. Employees seeking professional advancement are drawn to career development programs and growth opportunities, while personalized recognition and rewards enhance their motivation and commitment. Implementing a holistic approach to the employee experience, which encompasses the whole journey from recruiting to offboarding, ensures positive interactions at every point. Organizations use technology to provide prompt feedback and engagement, while emphasizing work that is driven by a distinct purpose that aligns with their workers' values.

A. Managerial Implications of the Study

The study's results have important managerial implications for telemedicine companies that want to increase staff retention by managing monetary and non-monetary perks strategically. Firstly, the research highlights the importance of financial rewards, such as competitive pay and financial incentives, which have a direct impact on employee retention and greatly improve work satisfaction. Organizations are advised to assess and enhance their compensation systems to ensure they continue to be appealing and competitive in the market. Furthermore, non-monetary perks such as flexible work schedules, chances for professional growth, and complete healthcare coverage were shown to have a crucial role in promoting workplace satisfaction. Managers should give priority to providing these perks customized to the requirements of their employees in order to foster a supportive and satisfying work atmosphere.

Furthermore, the research confirms that job satisfaction plays a crucial role in connecting both forms of benefits with employee retention. This highlights the need of cultivating great working experiences and promoting a culture of acknowledgment and assistance. It is necessary to strategically invest in these areas and continuously evaluate and change benefit programs depending on employee input and market developments. This is critical for sustaining organizational agility and employee engagement. By using these observations, firms may successfully improve their tactics for retaining employees, therefore cultivating a more content and dedicated staff ready for long-term success in the telemedicine market.

VI. CONCLUSION AND RECOMMENDATION

This research used structural equation modeling (SEM) to examine the connections between monetary and non-monetary advantages, job satisfaction, and staff retention in the telemedicine sector. The results highlighted the substantial impact of both forms of perks on work satisfaction, with monetary advantages having a more pronounced direct effect. Job satisfaction played a vital role in connecting both financial and non-financial perks to employee retention, but the impact was different in each case. These findings emphasize the need of implementing a complete benefits plan that encompasses not just competitive compensation, but also incorporates non-monetary incentives such as chances for professional growth and flexible work arrangements. In the future, telemedicine firms should concentrate on improving their benefits packages, advocating for programs that increase job satisfaction, and giving priority to employee well-being in order to cultivate a supportive work environment. Regular assessment and adjustment of these tactics, guided by employee input, will be crucial for sustaining elevated levels of work satisfaction and enhancing staff retention rates in the fiercely competitive telemedicine industry.

DECLARATION STATEMENT

I must verify the accuracy of the following information as the article's author.

- **Conflicts of Interest/ Competing Interests:** Based on my understanding, this article has no conflicts of interest.
- **Funding Support:** This article has not been sponsored or funded by any organization or agency. The independence of this research is a crucial factor in affirming its impartiality, as it has been conducted without any external sway.
- **Ethical Approval and Consent to Participate:** The data provided in this article is exempt from the requirement for ethical approval or participant consent.
- **Data Access Statement and Material Availability:** The adequate resources of this article are publicly accessible.
- **Authors Contributions:** The authorship of this article is contributed solely.

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