

JOB SATISFACTION OF EMPLOYEES IN BAHWAN CYBER TEK(INDIA)

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ABSTRACT:

In the contemporary arena, employees are considered as intellectual assets for any organisation and hence keeping them satisfied is one of the vital component for any organization. Numerous studies have been conducted on this subject in a variety of contexts. This current study intends to identify factors affecting job satisfaction of employees in Bahwan Cyber Tek(India) with career development, competency development, communication, performance recognition, work relationship and work environment as major factors. This study's aim is to examine factors affecting job satisfaction of employees in Bahwan Cyber Tek(India), this study applies the descriptive research design. The sample size of the study is 760, which was obtained from employees of Bahwan Cyber Tek(India), and non-probability convenience sampling was used as the sampling technique. The collected data is interpreted with statistical tools such as spearman correlation and regression using (SPSS) Statistical Package for Social Science. The findings show that there is a significant positive relationship between the factors mentioned and job satisfaction of Bahwan cyber Tek(India) and there is a significant influence of the factors mentioned and job satisfaction of Bahwan cyber Tek(India).

Key words: Job satisfaction, Career Development, Competency Development, Communication, Performance Recognition, Work relationship, Work environment.

INTRODUCTION:

People work most of the day. Given how much time people spend at work, job satisfaction is vital. Recently, management, social psychology, and practise have debated job satisfaction (Zhu,2012). Job satisfaction, according to Locke (1976), First, job satisfaction is an individual's work situation. Second, job satisfaction considers past and present events. Analyzing one level of job satisfaction is crucial to organisational effectiveness. (Judge, 2020). Organizations still conduct job satisfaction surveys and take steps to increase employee and organisational satisfaction.

FACTORS AFFECTING JOB SATISFACTION:

Job satisfaction is important in many businesses. Many research have examined job satisfaction factors. Job satisfaction and recognition are strongly linked, according to a study. Rewarding good behaviour can improve workplace performance and job satisfaction. The review revealed that motivation, appreciation, substantial rewards, and recognition inspire employees in organisations. Thus, inspired workers and effective rewards and recognition systems can help organisations achieve their goals. The focus emphasises on financial benefits, gratitude, support, positive criticism, advancements, esteem, and acknowledgment improve worker job satisfaction (Zeb, et al, 2018).

Management and professional advancement also affect job satisfaction, according to research. Representatives' work goals alter with job satisfaction. (Tutuncu, et.al,2007). Hong (2013) found a strong link between compensation, workplace, career advancement, and job satisfaction. The workplace was also important in this focus. Wubuli (2009), Ruthankoon and Ogunlana (2003), Crossman and Abou-Zaki (2003), and Madura (2006) representative are more satisfied with their jobs with proper workplace. An organization's motivation and performance depended on this. Kreither (2006) also noted that stability requires home and workplace security. He also noted that employees need to feel safe at work.

ABOUT THE COMPANY:

Bahwan CyberTek (BCT), founded in 1999, provides digital transformation solutions in Predictive Analytics, Digital Experience, and Digital Supply Chain Management in 20 countries across North America, the Middle East, Far East, Africa, and Asia. BCT is trusted by over 1000 clients, including Fortune 500 companies, to drive growth through result-based programmes and proven IP solutions. BCT has approximately 4000 partners with advanced capabilities who serve the Oil & Gas, Telecom, Power, Government, Banking, Retail, and SCM / Logistics sectors. BCT has worked with TIBCO, SingleStore, Oracle, IBM, and Tekion to bring differentiated value to clients through joint development. ISO-accredited BCT is CMMi level 5. It's a non-profit registered at Chennai's Registrar of Companies. Its approved offer capital is Rs. 680,000,000 and the settled up capital is Rs. 654,075,650. Processes data. This involves organising a variety of data. Arrangement of such administrations on (i) an hourly or time-share basis, and (ii) management or operation of data processing facilities of others on a time-share basis; on a fee or contract basis].

The Ministry of Corporate Affairs (MCA) recorded Bahwan Cybertek Private Limited's asset report on 31 March 2021 after its AGM on 24 November 2021.

Muralidharan Madhavan Vellore, Rear Suhail Salim Al Mukhaini Bahwan, and Durgaprasad Shanmugam oversee Bahwan Cybertek Private Restricted.

Bahwan Cybertek Private Limited's CIN is U72300TN1998PTC041668.

Its email address is hariganesh.b@bahwancybertek.com, and its listed address is NO.148,RAJIV GANDHI SALAI(OMR) OKKIYAM THURAIPAKKAM Chennai TN 600097 IN.

NEED AND SCOPE:

The study examined Bahwan Cyber Tek employees' job satisfaction, which predicts job performance (Judge, 2001). The study would reveal Bahwan Cyber Tek employees' job satisfaction. Knowing these can assist the company enhance job satisfaction and provide insight into the topic of research.

STATEMENT OF THE PROBLEM:

Modern companies must satisfy both corporate and employee needs to stay competitive. Human capital gives the organisation an edge. Thus, the corporation must assess employee needs and take actions to satisfy them.

After the pandemic, employee requirements and circumstances have changed, thus it's important to regularly assess employee satisfaction. Satisfied workers are thought to work hard for their company. Thus, organisations must analyse employee happiness and stay abreast of employee needs. The researcher studied Bahwan Cyber Tek employees' job satisfaction because of these factors.

LITERATURE REVIEW:

In this chapter, the researcher examines, evaluates, and surveys books, journals, scholarly articles, previous studies, and other relevant sources to show how knowledge has evolved in the chosen field of research, what has been done, what is new, and what the current state of thought is on the subject. This literature review examines job satisfaction factors.

Febrianti (2021) study on Career Development and Motivation on Employee Performance Through Job Satisfaction in Pt Jabar Jaya Perkasa examines 1) To find out and examine the impact of career advancement and motivation on work fulfilment, 2) To be aware and dissect the impact of profession improvement and inspiration on representative execution, 3) To find out and break down the impact of occupation fulfilment on representative execution, and 4) To find out and investigate the impact of career advancement and inspiration on representative execution through work fulfilment PT. Jabar Jaya Perkasa. A 58-person exploration test was conducted at PT. Jabar Jaya Perkasa. Immersed exams are used. Quantitative and distinct analysis are used in data analysis. Results showed: 1) vocation improvement and inspiration had an impact on work fulfilment, 2) profession advancement and inspiration had an impact on representative execution, 3) work fulfilment had an impact on worker execution, and 4) there was no effect on profession improvement and inspiration on execution representatives through work fulfilment PT. Jabar Jaya Perkasa. The immediate effect is greater than the indirect effect and changing work fulfilment cannot affect PT. Jabar Jaya Perkasa employees' performance.

Badrianto and Ekhsan's (2020) article "Effect of work environment and job satisfaction on employee performance at PT Nesinak Industries" examines how workplace and job satisfaction affect worker performance. The company assembles elastic auto and electronic parts. This survey included 88 production office workers. Respondent polls guided this study. Multiple linear regression analysis is used. According to this review's t test (halfway) and f test

(synchronous), workplace and work satisfaction have a favourable and significant impact on worker performance.

Kucharska and Erickson (2019) study on the impact of IT-competency dimensions on job satisfaction, knowledge sharing, and performance across industries seeks to understand the common link between information sharing and job satisfaction when both are anticipated by (IT)-capability aspects like IT-operations, IT-knowledge, and IT-infrastructure for organisation performance. The results were based on the evaluation of 910 Polish information workers from various fields and vocations. The findings suggest that the organization's IT-skill supports job satisfaction and information sharing more strongly for IT industry information workers than for other ventures.

Oosthuizen (2016) examined representatives' work life balance, job satisfaction, and turnover expectations. The review included 79 South African IT company paid employees. White, married, 26–45-year-olds with over 10 years' residency addressed the members. Relapse analysis showed both negative and positive work-home collaboration predicted job satisfaction and turnover. Work satisfaction also predicted turnover goal. However, general balance between fun and serious activities and employment fulfilment did not affect turnover target prediction. White representatives had more grounded occupation fulfilment and negative home-work interface, while dark representatives had more grounded positive home-work interface and lower occupation fulfilment. Work satisfaction varied by race, marital status, and residency. Ability maintenance systems should address work fulfilment, balance between serious and pleasant activities, and turnover expectation.

Maulabakhsh (2015) on Working Environment and Job Satisfaction. Workspace affects representative work satisfaction. Focus was quantitative. Self-directed study surveys provided data. A previous review approved the poll. In Quetta, Pakistan, the target audience includes educational institutions, banks, and telecom companies. Simple irregular examining collects data from 210 employees. Workplace and representative work satisfaction are positively correlated. The study concludes that companies should appreciate the importance of appropriate work space for job satisfaction. This document may encourage people to contribute more and improve their self-awareness and growth.

Rani et al. (2013) on This study examines how representational fulfilment affects work/life balance. This study examined career opportunity, acknowledgement, job assignments, instalments, benefits, prominent subordinate connection, representational fulfilment, and work/life balance. The evaluation included 210 IT association workers. This study focuses on representative fulfilment and work/life balance. Work-life balance is linked to employee satisfaction, according to research.

Sarwar and Abugre (2013) investigated how rewards and work satisfaction affect service industry personnel. They believed regards play a major role in representative fulfilment, increasing client pleasure and loyalty. Thus, workers in two large Ghanaian private companies were tested on job satisfaction and rewards. Job satisfaction's effects on consumer satisfaction

and company loyalty were also examined. Two confidential associations conducted a survey with 110 individuals. Microsoft broke down 104 usable reviews and tested their hypotheses. Rewards improved representative job satisfaction. The findings also demonstrated that employee job satisfaction boosted company loyalty. However, representative salary and labour hours caused high worker dissatisfaction. The evaluation highlights employees' job satisfaction and organisations' role in fostering high-quality HRM practises in assistance areas and gives an optional path to employee satisfaction and performance. These statistics demonstrate that HR practises affect company success, not vice versa.

Giri & Kumar (2010) examined how organisational communication affects work satisfaction and performance. Organizational Communication Scale (Roberts and O'Reilly, 1974), Job Satisfaction Survey scale (Spector, 1985), and Job Performance scale data were collected from 380 representatives at various administrative levels in Indian associations (Rodwell, Kienzle and Shadur, 1998). Organizational communication significantly affected employee work satisfaction and performance. The study showed that representatives at different levels viewed work satisfaction differently. Thus, in Indian companies, communication behaviour affects job happiness and performance.

Kim (2009) surveyed US state government IT representatives on how work qualities, workplace, pay fulfilment, and progression possibilities affect IT worker job satisfaction. Job clarity, good interactions with management, a participative management approach, organisational support of career growth, opportunities for progress, and family-friendly policies all affect IT workers' job happiness, according to the review. Pay fulfilment has no effect on IT worker work fulfilment. This study also identified gender disparities in IT worker job satisfaction. Job clarity improved male IT workers' job satisfaction but not female IT workers. Accessible family-accommodating strategies improved job satisfaction for female IT workers but not for men.

Ting (1996)'s Analysis of Job Satisfaction of the Federal White-Collar Work Force expands past work on job satisfaction to recognise significant work and organisational factors as well as individual qualities that influence representative job satisfaction, particularly among the government middle class. The Survey of Federal Employees demonstrates that pay satisfaction, advancement possibility, task clarity and relevance, and skills usage affect national government representatives' job satisfaction. Organizational commitment and boss-collaborator relationships also affect representative work satisfaction. This article concludes with implications for reimagining government.

OBJECTIVE:

To study the relationship between different factors of job satisfaction with the employee's response.

HYPOTHESIS:

H0 There is no significant relationship between different factors and job satisfaction.

H1 There is significant relationship between different factors and job satisfaction.

H0 there is no significant influence between different factors and job satisfaction

H2 there is significant influence between different factors and job satisfaction

RESEARCH METHODOLOGY:

PROCEDURE:

The research design adopted for the present study is descriptive research design as it allows one to understand the state of affair as they occur in the present. This current study intends to identify factors affecting job satisfaction of employee in Bahwan Cyber Tek with career development, competency development, communication, performance recognition, work relationship and work environment as major factors. The research design adopted for the present study is descriptive research design as it allows one to understand the state of affair as they occur in the present. Non-Probability Convenience Sampling method was adopted for data collection. Convenience sampling is a type of non-probability sampling technique wherein the samples are selected based on the convenience and ease of access to the researcher. The target population for the study in hand were accessible employees of different, genders and different functional departments working in Bahwan Cyber Tek. Data was collected from a sample of 760 respondents. Questionnaire was used as the tool for data collection. The questionnaire was mailed to all the participants. The participants were explained of the research procedure and were informed that the survey is solely for academic research purpose and were assured of complete confidentiality, anonymity and protection of identity to encourage their participation in the research.

MEASURES:

The researcher resorted to a data collection tool known as ‘Questionnaire’ for collecting primary data. A questionnaire proves to be less expensive yet elaborative as compared to the other methods of data collection. A questionnaire consists of a set of well-formulated questions to probe and obtain responses from the respondents. Questionnaire is an effective data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. An outline of the questionnaires used by the researcher for the present study is given below:

- a) For the first part of the questionnaire, a 4-item questionnaire was prepared by the investigator to gather socio-demographic details of the respondents.
- b) The second part of the questionnaire deals with the self-evaluation of the respondents with respect to their job satisfaction. The researcher used 26-item Job satisfaction Scale. The respondents were required to indicate the degree to which they think the item is true for them along a 5-point scale.
- c) The respondents were required to indicate the degree of their agreement or disagreement with each statement in the questionnaire on a five-point scale ranging from ‘strongly disagree’ to ‘strongly agree’. “Strongly Disagree” = 1; “Some What Disagree” = 2; “Neither Agree nor Disagree” = 3; “Some What Agree” = 4; “Strongly Agree” = 5.

d) The questionnaire is divided into six sub variables namely Career Development, Communication, Competency Development, Performance recognition, Work Environment and Work Relationship.

Reliability Test:

e) Reliability test is used to measure the extent to which a test measures without error or inconsistency. The reliability coefficient also known as Cronbach's alpha represented as 'r' is an absolute number that can range from 0.00 to 1.00. A value of 1.00 reflects perfect consistency while a value of 0.00 indicates an absolute lack of consistency. In simple terms, it is used to measure the internal consistency of the items in the questionnaire. The commonly used benchmark for acceptable reliability is 0.70. If there are less than 5 items, it is 0.50. The overall reliability value for this research is 0.949.

Cronbach's Alpha	No. of Items
0.949	26

DATA ANALYSIS:

Table 1: Distribution of respondents based on Demographics

Demographics	Frequency (n)	Percentage (%)
Gender		
Male	552	72.6
Female	208	27.4
Grade		
G0	7	.9
G1	226	29.7
G2	312	41.1
G3	147	19.3
G4	27	3.6
G5	20	2.6
G6	11	1.4
G7	8	1.1
G8	2	0.3
Location		
Bangalore	95	12.5
Chennai	634	83.4
Coimbatore	2	0.3
Mumbai	15	2.0
Natick	1	0.1
New Delhi	1	0.1
Pune	12	1.6
Business Unit		

Enablers	146	19.2
Product Development	111	14.6
Service Delivery	503	66.2

Table 2:Relationship between Job satisfaction and Career Development

	Job Satisfaction	Career Development
Job satisfaction	1	0.899** .0005
Career Development	0.899** .0005	1

Inference:

From the above table it can be inferred that the probability value of correlation is 0.005 which is less than 0.05 level of significance. Thus, we reject null hypothesis. It can be concluded that there is a relationship between Job satisfaction and Career Development. Further, the correlation value is 0.899, this indicates that there is positive and high correlation between the two variables.

Table 3:Relationship between Job satisfaction and Competence Development

	Job satisfaction	Competence Development
Job Satisfaction	1	0.840** .0005
Competence Development	0.840** .0005	1

Inference:

From the above table it can be inferred that the probability value of correlation is 0.005 which is less than 0.05 level of significance. Thus, we reject null hypothesis. It can be concluded that there is a relationship between Job satisfaction and Competence Development. Further, the correlation value is 0.840, this indicates that there is positive and high correlation between the two variables.

Table 4: Relationship between Job satisfaction and Performance Recognition

	Job satisfaction	Performance Recognition
Job satisfaction	1	0.839** .0005

Performance Recognition	0.839** .0005	1
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Inference:

From the above table it can be inferred that the probability value of correlation is 0.005 which is less than 0.05 level of significance. Thus, we reject null hypothesis. It can be concluded that there is a relationship between Job satisfaction and Performance recognition. Further, the correlation value is 0.839, this indicates that there is positive and high correlation between the two variables.

Table 5: Relationship between Job satisfaction and work environment

	Job Satisfaction	Work environment
Job satisfaction	1	0.858** .0005
Work Environment	0.858** .0005	1

Inference:

From the above table it can be inferred that the probability value of correlation is 0.005 which is less than 0.05 level of significance. Thus, we reject null hypothesis. It can be concluded that there is a relationship between Job satisfaction and Work environment. Further, the correlation value is 0.858, this indicates that there is positive and high correlation between the two variables.

Table 6: Relationship between Job satisfaction and Work Relationship

	Job satisfaction	Work Relationship
Job satisfaction	1	0.801** .0005
Work Relationship	0.801** .0005	1

Inference:

From the above table it can be inferred that the probability value of correlation is 0.005 which is less than 0.05 level of significance. Thus, we reject null hypothesis. It can be concluded that there is a relationship between Job satisfaction and work relationship. Further, the correlation

value is 0.801, this indicates that there is positive and high correlation between the two variables.

Table 7: Relationship between Job satisfaction and Communication Score

	Job Satisfaction	Communication Score
Job satisfaction	1	0.785** .0005
Communication Score	0.785** .0005	1

Inference:

From the above table it can be inferred that the probability value of correlation is 0.005 which is less than 0.05 level of significance. Thus, we reject null hypothesis. It can be concluded that there is a relationship between Job satisfaction and Communication Score. Further, the correlation value is 0.785, this indicates that there is positive and high correlation between the two variables.

S.No	Career Development (Independent Variable)	Job Satisfaction (Dependent Variable)				
		Unstandardized Coefficients		Standardized Coefficients	t-Value	Sig.
		Beta Value	Std. Error			
	Constant	0.990	0.61	-	16.279	0.000
1	Career Development	0.772	0.14	0.899	56.503	0.000
R Value		0.899 ^a				
R Square Value		0.808				
F Value		3192.541				

Table 8: Influence of Career Development on Job Satisfaction

Inference:

From the above table, it can be inferred that the value for career development is 0.000 which is less than 0.05 level of significance, hence the null hypothesis is rejected and there is a significant effect of Career Development on Job satisfaction Further, for every one unit change in the Career Development, Job satisfaction increases by 0.772 units. The regression equation

can be written as: $Y = 0.990 + 0.772 X$, where X is career Development and Y is job satisfaction. The value of correlation coefficient (r) is 0.899.

Table 9: Influence of Communication Score on Job Satisfaction

S.No	Communication Score (Independent Variable)	Job Satisfaction (Dependent Variable)				
		Unstandardized Coefficients		Standardized Coefficients	t- Value	Sig.
		Beta Value	Std. Error			
	Constant	1.771	0.076	-	23.270	0.000
1	Communication Score	0.593	0.017	0.785	34.896	0.000
R Value		0.785 ^a				
R Square Value		0.616				
F Value		1217.741				

Inference:

From the above table, it can be inferred that the value for Communication Score is 0.000 which is less than 0.05 level of significance, hence the null hypothesis is rejected and there is a significant effect of Communication Score on Job satisfaction Further, for every one unit change in the Communication Score, Job satisfaction increases by 0.593 units. The regression equation can be written as: $Y = 1.771 + 0.593 X$, where X is Communication Score and Y is job satisfaction . The value of correlation coefficient (r) is 0.785.

Table 10: Influence of Competence Development on Job Satisfaction

S.No	Competence Development (Independent Variable)	Job Satisfaction (Dependent Variable)				
		Unstandardized Coefficients		Standardized Coefficients	t- Value	Sig.
		Beta Value	Std. Error			
	Constant	1.358	0.072		18.897	0.000
1	Competence Development	0.682	0.016	0.840	42.697	0.000
R Value		0.840 ^a				

R Square Value	0.706
F Value	1823.013

Inference:

From the above table, it can be inferred that the value for Competence Development is 0.000 which is less than 0.05 level of significance, hence the null hypothesis is rejected and there is a significant effect of Competence Development on Job satisfaction Further, for every one unit change in the Competence Development, Job satisfaction increases by 0.682 units. The regression equation can be written as: $Y = 1.358 + 0.682 X$, where X is Competence Development and Y is job satisfaction . The value of correlation coefficient (r) is 0.840.

Table 11: Influence of Performance Recognition on Job Satisfaction

S.No	Performance Recognition (Independent Variable)	Job Satisfaction (Dependent Variable)				
		Unstandardized Coefficients		Standardized Coefficients	t-Value	Sig.
		Beta Value	Std. Error			
	Constant	1.516	0.069		22.119	0.000
1	Performance Recognition	0.656	0.015	0.839	42.471	0.000
R Value		0.839 ^a				
R Square Value		0.704				
F Value		1803.789				

Inference:

From the above table, it can be inferred that the value for Performance Recognition is 0.000 which is less than 0.05 level of significance, hence the null hypothesis is rejected and there is a significant effect of Performance Recognition on Job satisfaction Further, for every one unit change in the Performance Recognition, Job satisfaction increases by 0.656 units. The regression equation can be written as: $Y = 1.516 + 0.656 X$, where X is Performance Recognition and Y is job satisfaction . The value of correlation coefficient (r) is 0.839.

Table 12: Influence of Work environment on Job Satisfaction

S.No	Work Environment (Independent Variable)	Job Satisfaction (Dependent Variable)				
		Unstandardized Coefficients		Standardized Coefficients	t-Value	Sig.
		Beta Value	Std. Error			
	Constant	0.999	0.075		13.398	0.000
1	Work Environment	0.778	0.017	0.858	45.921	0.000
R Value		0.858 ^a				
R Square Value		0.736				
F Value		2108.76				

Inference:

From the above table, it can be inferred that the value for Work Environment is 0.000 which is less than 0.05 level of significance, hence the null hypothesis is rejected and there is a significant effect of Work Environment on Job satisfaction Further, for every one unit change in the Work Environment, Job satisfaction increases by 0.778 units. The regression equation can be written as: $Y = 0.999 + 0.778X$, where X is Work Environment and Y is job satisfaction . The value of correlation coefficient (r) is 0.858.

Table 13: Influence of Work Relationship on Job Satisfaction

S.No	Work Relationship (Independent Variable)	Job Satisfaction (Dependent Variable)				
		Unstandardized Coefficients		Standardized Coefficients	t-Value	Sig.
		Beta Value	Std. Error			
	Constant	1.285	0.085		15.085	0.000
1	Work Relationship	0.712	0.019	0.801	36.837	0.000
R Value		0.801 ^a				
R Square Value		0.642				
F Value		1356.979				

Inference:

From the above table, it can be inferred that the value for Work Relationship is 0.000 which is less than 0.05 level of significance, hence the null hypothesis is rejected and there is a significant effect of Work Relationship on Job satisfaction. Further, for every one unit change in the Work Relationship, Job satisfaction increases by 0.712 units. The regression equation can be written as: $Y = 1.285 + 0.712 X$, where X is Work Relationship and Y is job satisfaction. The value of correlation coefficient (r) is 0.801.

5.2 SUGGESTIONS AND RECOMMENDATION:

Since the research in hand clearly establishes a positive relationship between Job Satisfaction, Competency Development, Communication, Career Development, Performance Recognition, Work Environment and Work Relationship, it is imperative to state that the company should create good quality of Competency development steps, Career Development Guidance, Regular Performance Recognition and proper work environment and relationship with their subordinates. As it would result in a boost in the subordinates' Job satisfaction

When the subordinate realize that the company is taking constant steps to improve and provide them save environment and building relationship helps in boosting their satisfaction. positive relationship between Job Satisfaction, Competency Development, Communication, Career Development, Performance Recognition, Work Environment and Work Relationship indicates that efforts to improve an employees' recognition, training opportunity and guidance would foster Job Satisfaction. Therefore, organizations, particularly HR managers need to consider approaches in which they provide employee's affective and unique way of recognition, guidance and training to increase their job satisfaction.

From a practical standpoint, it is important for organizations to establish an atmosphere which is save and where employees feel free to enter their leader/ superior's office to have open conversations about private and work life, this would help foster stronger, high quality exchange relationships between superiors and subordinates. From employees' perspective, discussions about their goals and performance with their managers can help identify opportunities for improvement and would help tailor a career development plan suited to the employee. All the work related information should be effectively communicated and the employee should also be given opportunity to express their ideas and opinion. This would invariably enhance employees' satisfaction with their job.

Futures researches could be done along different perspectives based on the modifications and additions suggested below:

1. This study covers only employee from Bahwan Cyber Tek operating in, India. Therefore, for future research, other national and international regions ought to be selected endeavouring to produce a greater sample size.
2. Future research should also attempt to include other variables that may have a key influence on employees' satisfaction, such as, leadership style, knowledge sharing, salary, and job autonomy.

5.3 CONCLUSIONS:

- In the present age, it is important keep their employee satisfied with their job to enhance efficiency and productivity, which in turn ensures continuous organizational growth, competitive advantage, success and survival. Job satisfaction increases the level of contentment in their work and motivate them to make more effective steps. Having a satisfied employees help in building the companies brand and the current employees promote the company to the corporate world. Employees Job Satisfaction that they display is dependent to a certain extent on the career development and competency opportunity they are given, the relationship, recognition and communication they have with other colleagues and their superiors plays an important role. The work environment in which employee work also plays a major role in their level of job satisfaction. Previous studies have also indicated that members who have high quality relationships with their leaders, proper performance recognition, work environment and proper guidance regarding their career and competency have higher job satisfaction, and are more productive than those who don't.
- The results of the present study help to address the following question: How can firms strengthen Job satisfaction of their employees? It is suggested that firms should encourage effective guidance regarding career and competency, providing proper work environment, have effective communication and performance recognition. In doing so, organizations would indeed facilitate the emergence of shared experiences of the work context which would play a more important role than individual experiences in transmitting the socially accepted belief that the company is a valuing and supporting employees that can further help the increase of organizational productivity.

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