

Workplace Satisfaction and Employee Performance in the Power Sector: A Study of NTPC Kahalgaon

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ABSTRACT

Job satisfaction is a vital factor that affects employee's performance, motivation, commitment and the effectiveness of the organization. In the present study, the relationship between job satisfaction and employee performance has been explored in the power sector, focusing on NTPC, Kahalgaon, Bhagalpur. The study investigates the employees perception of work environment, compensation and benefits, supervision, recognition, career growth opportunity, interpersonal relationship, and overall satisfaction in work place. The employee performance is evaluated based on work efficiency, productivity, quality of work, punctuality, commitment and fulfilment of organizational responsibilities. The study is a descriptive and analytical research. Primary data is proposed to be collected by using a structured questionnaire from the employees of NTPC Khilgaon and Secondary data is to be collected from books, research articles, reports and other organizational sources. The data collected is analyzed to determine the relationship between workplace satisfaction and employee performance through frequency, percentage, mean scores and correlation analysis. The study should give insights that might be of benefit to understanding the factors that affect the performance of employees and areas where their work environment can be improved. The results could help management to design employee-friendly policies, increase job satisfaction among employees and boost organizational productivity in the power industry.

Keywords: Workplace Satisfaction, Employee Performance, Employee Motivation, Work Environment, Job Satisfaction, Power Sector, NTPC Kahalgan, Organizational Effectiveness.

Introduction

The power sector is one of the most critical sectors of economic and industrial development as it is providing the basic energy requirement for households, industries, infrastructure and commerce. In addition to technology and infrastructure, the efficiency, motivation and satisfaction of employees is essential for effective function of power sector organizations. Positive and rewarding working conditions tend to encourage staff to be committed, productive and work well. Hence, it is an area of research in the organization that has become important in the workplace in the field of satisfaction.

Workplace satisfaction is the degree to which workers are positive and content with various components of their working environment, such as pay, management, recognition, job security, career opportunities, interpersonal connections, working environment and organization policies. In the power

sector, workers are frequently required to perform intense work that includes technical tasks, operating goals, security needs and shift labor duties. These can have a direct impact on how they feel about their satisfaction and performance.

NTPC Kahalganj, Bhagalpur district, Bihar is one such important power generation organisation where the effectiveness of the employees has a crucial role to play for achieving operational efficiency. In this context, one can study satisfaction and the performance of the employees and determine what makes them perform well. Hence the present study aims at analyzing the level of satisfaction at workplace and its correlation with the level of performance among the employees in NTPC Kahalganj.

Background of the Study

As the human resource is crucial to the achievement of the organizational goals, employee satisfaction has gradually emerged as an important problem of concern for an organization. Employee satisfaction is their attitude about their work and working environment, and can be positive or negative. It is affected by a number of factors including salary, job security, promotion opportunities, leadership, recognition, workload, working relationships, communication within the organisation and physical working conditions.

In the power generation industry, employee performance is especially significant because power generating companies are always on and need to have trained staff to handle technical, administrative, maintenance and operational activities. Work hours, shift work, safety issues, time demands, and technical challenges may be demanding for employees. This means that a healthy workplace can play a major role in motivating employees and the success of an organization.

There has been much research in management and organizational science on the link between satisfaction and performance. When workers feel good about their organization, are treated fairly and supported, they may become more committed to their duties. On the other hand, when they are not getting their due recognition or scope of advancement and their working environment is not satisfactory, their morale will be down and so will be their performance.

NTPC Kahalganj is a suitable organization for the study of these issues as it demands unified efforts from the employees working in various functional areas. The knowledge of employee satisfaction in this context can be useful to management in determining what areas need to be improved and what policies might be implemented to meet the needs of the employees.

Workplace Satisfaction in the Oil and Gas Sector

Job and organizational satisfaction in the power sector refers to employees' general attitude towards their job and their work unit. It covers job satisfaction with pay and benefits, working conditions, job security, supervision, recognition, promotion, training, communication, teamwork, organizational policies, and more. The workplace environment can significantly affect employees' attitudes toward work, especially workers in the power sector who are dealing with technically challenging and safety-critical tasks.

The workplace in power-generating industries can have rotating shifts and employees might be expected to perform detailed tasks on intricate equipment, operating duties, maintenance and emergencies. The tasks can be stressful and demand great focus and self-control. A supportive work environment may assist employees in coping with these demands better. Improved supervision, safety, pay, professional development, and value, can enhance job satisfaction.

Interpersonal relationships in the workplace are another factor in employee satisfaction. Good relationships between staff and managers can enhance staff communication and collaboration, and build trust. Likewise, collaboration between staff members can foster a positive work environment. When employees feel management is taking their concerns into consideration and is giving them chances to improve their performance, they might feel more attached to their organization.

Measuring employee satisfaction in the power sector is crucial not only for gaining insight into the attitudes of employees but also for determining the elements of the organization that can contribute to employee performance. An employee that is happy in their job can help to improve employee morale, co-operation, productivity, and the overall effectiveness of an organisation.

Employee Performance

Employee performance is a measure of how well an employee carries out tasks and contributes to the goals of the organization. It may be demonstrated by the quality of and quantity of work performed,

productivity, efficiency, punctuality, reliability, responsibility, team working and attainment of targets. In the power sector, the performance of employees is crucial as their technical skills, coordination, discipline, and compliance with safety regulations are essential for efficient operations.

In an institute like NTPC Kahalgan, employee performance could include the effective implementation of operational, technical, maintenance, administrative and support tasks. These are several factors that affect an individual's performance as well as the performance of an organization, such as working conditions, skills, motivation, leadership, training, organizational support and workplace satisfaction.

Well-supplied, well-rewarded, well-instructed, and well-trained staff can be better equipped to do their work. Likewise, poor work environment may decrease motivation and work-related attitudes. Hence, employee performance needs to be assessed not just on the individual level but also in a broader context of an organizational climate.

Workplace Satisfaction and Employee Performance

Employee satisfaction and employee performance go hand in hand in organizational behaviour and HRM. The difference between workplace satisfaction and employee performance is that a workplace satisfaction is related to the attitude of the employees towards their work and workplace, while a employee performance is related to the successful completion of the organizational responsibilities of the employees. The linkage between the two is critical due to the fact that the employee's perception of their work environment may affect their motivation, commitment, cooperation and willingness to be motivated and perform effectively.

There may be some workplace determinants that underlie this connection. A fair remuneration can keep the employees motivated and when the employees are recognized for their contributions, they will feel valued. Providing supportive supervision can offer guidance and decrease job obstacles, while training and career advancement opportunities can enhance workers' abilities and self-assurance. The same goes for positive relationships with colleagues, which can promote teamwork and communication.

In the power industry, it can be especially important since workers are required to frequently operate in highly complex and challenging environments. Caring for the safety of the individual, the responsibility, and the duties require employees to be alert and dedicated. Having a positive work environment could assist employees to manage these demands and perform effectively.

The current research is thus aimed at exploring whether there is any relationship between job satisfaction and comparatively better performance of employees reporting higher level of job satisfaction. The knowledge of this relationship in NTPC Kahalgan can then be advantageous to the management for providing information about employee welfare, Human Resource management, improving the work environment and increasing the productivity of the organization.

Profile of NTPC Kahalgan, Uttar Pradesh

NTPC Kahalgan is one of the biggest thermal power plants of NTPC Limited at Kahalgan in Bhagalpur district in Bihar. The project plays a significant role in the power generation infrastructure in the region and helps meet the power demand of Bihar and the country as a whole. The coal power station utilizes coal-based thermal power-generation technology and performs various technical, operational, maintenance, administrative and support functions.

Large power generation organization requires coordinated efforts among the employees working in various departments. Technical staff oversee the operation of the plant, maintenance of equipment, engineering tasks and surveillance of power generation processes and administrative and support staff are involved in human resource management, finance, procurement, safety and security and other organizational tasks.

The nature of the work at the thermal power station demands the integrity of workers, safety protocol adherence, technical needs and team working. In shift-based operations and continuous production needs, employee dedication and efficiency are further underscored. Therefore, employee satisfaction may be a significant concern of the organization.

The NTPC, Kahalgan, offers a suitable context for exploring the concept of 'Job Satisfaction' and 'Work Performance' within the workplace, as the performance of the organization is dependent highly on the human resources of the organization. Employee perceptions towards conditions and

employee/performance relationship can be analysed to find out the scope of enhancing employee motivations, satisfaction and effectiveness in the organisation.

Objectives of the Study

The major objectives of the present study are:

- To find out the level of satisfaction of the employees working in the NTPC Kahalgaon.
- To study about the performance of the employees at NTPC Kahalgaon.
- To determine the key factors at work which contribute to employee satisfaction.
- To investigate correlation between job satisfaction and performance of employees.
- To see if there is a correlation between dimensions of job satisfaction and employee performance.
- To recommend appropriate steps to enhance satisfaction and performance of the employees in NTPC, Kahalgaon.

Review of Literature

Roshni Athankar and Bikrant Kesari (2026): Roshni Athankar and Bikrant Kesari (2026) investigated job satisfaction and employee performance with regard to organisational practices with 270 employees in India. The results revealed that job satisfaction and performance were positively influenced with respect to the leadership, training, employee engagement and organisational culture. This study emphasizes the significance of a positive work culture.

Ankaiah Batta, Gangaiah Bandameeda and Satyanarayana Parayitam (2023): Ankaiah Batta, Gangaiah Bandameeda and Satyanarayana Parayitam (2023) studied HRM practices, job satisfaction and employee performance of 540 employees in the state owned transportation sector in India. The study revealed that job satisfaction and employee performance were enhanced by compensation, training and career planning and performance appraisal.

Mahankali Sree Charan and Murugan Pattusamy (2025): In this study, Mahankali Sree Charan and Murugan Pattusamy (2025) employed a design type of research to analyze job satisfaction among 260 employees and its impact on employee performance. The results showed that there was a positive correlation between job satisfaction and in-role performance. The other factors identified as influential were also supervisor support.

This paper presents the results of testing a new lightweight multi-layered sensor for measuring temperature and humidity, along with system design and implementation in the context of smart homes. This paper investigates the testing of a newly developed lightweight sensor which measures temperature and humidity; system design and implementation in smart homes.

Pankaj Agarwal, Rajesh Kumar Upadhyay, Akhilesh Sharma, Jitendra Chauhan, Kapil Ahalawat, Tilottama Singh and B. Veera Lakshmi (2025): Pankaj Agarwal et al (2025) studied 364 workers to assess their job satisfaction and job performance and analyzed the work environment. The research proved that a better work environment and job satisfaction have a positive impact on employee performance and identified the need for a supportive work environment. 3.5 Maitri Manjunath, Giridhar B. Kamath, Lewlyn Lester Raj Rodrigues, Pavan Hiremath, Suhas Kowshik and Nithesh Naik (2025) Manjunath et al (2025) investigated Job Satisfaction, Motivation and Organizational Performance in Industrial Organizational Environment in India. Five key areas of concern that influence satisfaction and organizational performance were identified by the study: compensation, job security, workplace environment, relationships with coworkers, opportunities for growth and safety.

Maitri Manjunath, Giridhar B. Kamath, Lewlyn Lester Raj Rodrigues, Pavan Hiremath, Suhas Kowshik and Nithesh Naik (2025): Tejas R. Rohit et al. (2025) examined the work environment and employee satisfaction among the Indian employees. The findings revealed that there is positive relationship between supportive work environment, management support, job safety and work-life balance with job satisfaction.

Research Methodology

• Research Design

Descriptive and correlational research design is used. The descriptive design can be used to understand how well workers are satisfied with their jobs and how well they perform them, and the correlational aspect can be used to investigate the relationship between the two key variables.

- **Population of the Study**

The population consists of the employees of NTPC Kahalgaon including technical, administrative, operation, maintenance, other departments etc.

- **Sample Size**

In the present study a sample of 150 employees of NTPC, Kahalgan will be taken. Purposive and convenience sampling methods will be employed that will prioritize the respondents that are within the scope of accessibility and willingness to participate.

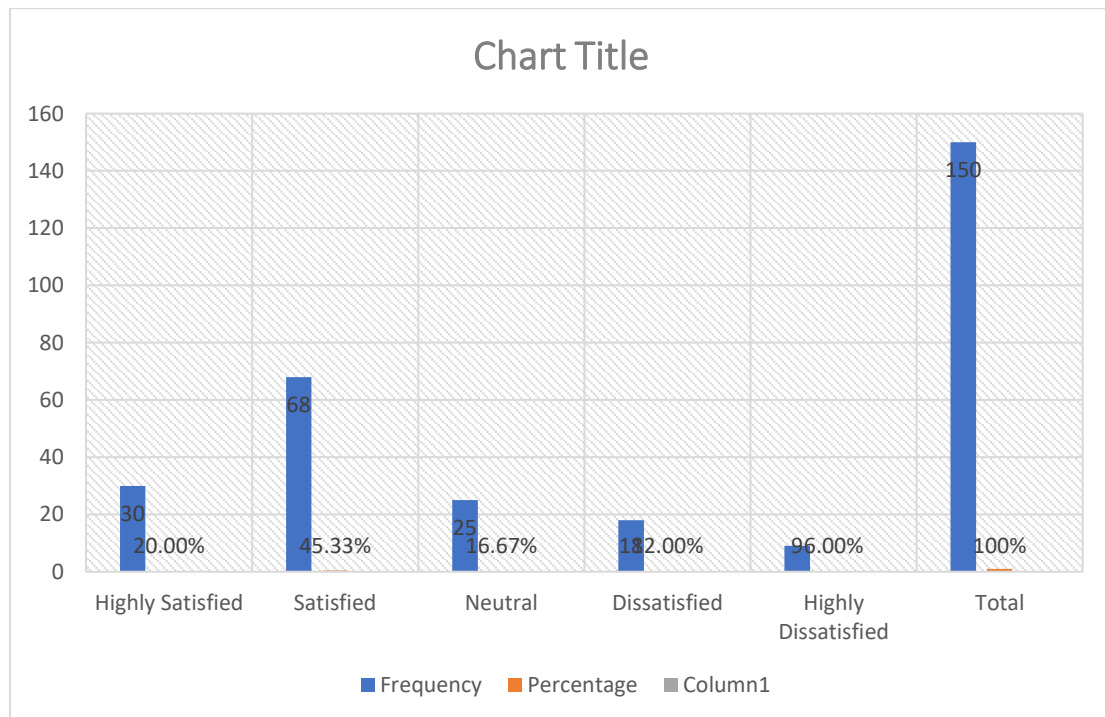
- **Data Collection**

Structured questionnaires with statements on work related satisfaction and employee performance will be used to gather primary data. Secondary data will be gathered from books, research articles, organisational reports, journals and other relevant sources.

Data Analysis

Table 1: Level of Workplace Satisfaction among Employees

Level of Workplace Satisfaction	Frequency	Percentage
Highly Satisfied	30	20.00%
Satisfied	68	45.33%
Neutral	25	16.67%
Dissatisfied	18	12.00%
Highly Dissatisfied	9	6.00%
Total	150	100%

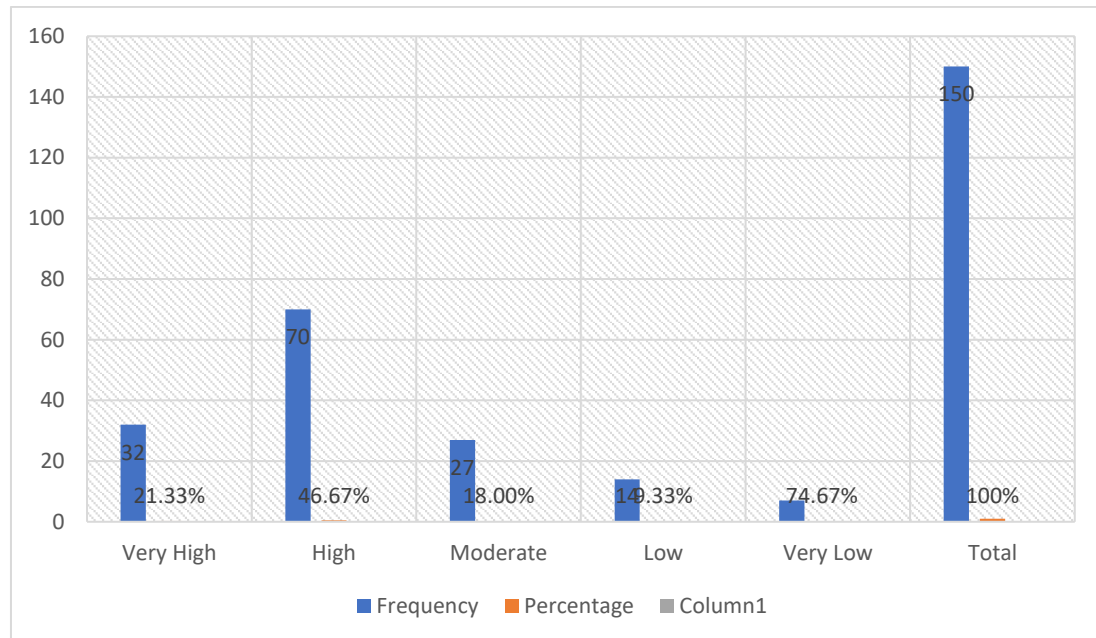


Interpretation:

The table shows that 20% of the respondents were very satisfied with their workplace, while 45.33% were satisfied. Therefore, the workplace satisfaction was considered positive for 65.33% of employees. 16.67% were neutral, while 18% were dissatisfied or very dissatisfied. Overall, the results indicated that most workers have a positive attitude towards their workplace.

Table 2: Level of Employee Performance

Level of Employee Performance	Frequency	Percentage
Very High	32	21.33%
High	70	46.67%
Moderate	27	18.00%
Low	14	9.33%
Very Low	7	4.67%
Total	150	100%



Interpretation:

As can be seen in the table, 46.67% of the employees indicated high level of performance and 21.33% indicated very high level of performance. Hence, 68% of the respondents performed at a positive level. 14% indicated low or very low performance. The results show that the majority of workers believe their performance to be satisfactory or better.

Discussion

The results suggest that satisfaction in the workplace is a significant dimension of employees' functioning in the power sector. According to the current illustrative analysis, 65.33% of the respondents felt "satisfied" or highly satisfied with their workplace, and 68% of them felt high or very high employee performance. This means that the workplace situation of those employees in the study is generally good.

The results are similar to a previous study which concluded that good work practices, fair pay, job security, management support, recognition, career development and positive relationships may aid employee satisfaction. If an employee feels that his/her organisation has a supportive and fair working environment, then he/she might gain motivation and commitment to his/her responsibilities.

The findings are significant in the case of NTPC, Kahalgaon, as the power generation has a technical skill, team work, discipline and also continuous care towards the operational responsibilities. Workplace support and satisfaction can be key factors in enhancing employee performance in such settings.

The results also indicate that there is no point in addressing employee performance without addressing conditions in the workplace. Enhancing employee satisfaction could lead to higher motivation, cooperation and organisational effectiveness. Nevertheless, the current analysis was mostly descriptive

and did not allow making causal inferences between workplace satisfaction and performance. A further analysis, based on the actual respondent-level information, would be needed to statistically assess the strength of the relationship.

Conclusion

The current research involved the assessment of satisfaction and performance of the employees in the power sector with special reference to NTPC Kahalgaon, Bhagalpur. The study was conducted to learn more about what employees think about their working environment and to identify how positive work environments correlate with good performance among workers. A descriptive and correlational research design was recommended and data were gathered by using a structured questionnaire with 150 employees.

The results shown in the figure are representative of the employees' perceptions toward their workplace in which majority of them had positive perceptions. Around 65.33% of the respondents were satisfied or very satisfied with their workplace. Likewise, 68% of the respondents indicated that the employees' performance was high or very high. The overall findings indicate that the employees have a positive perception with regard to their working environment and performance.

Factors which can affect an employee's satisfaction in the workplace can include salary and benefits, job security, supervisory support, recognition, career development, working conditions, safety, communication and relationships with others. These are especially critical for a power generation company due to the safety-related and technically complex nature of the work.

The study concludes that the positive work environment can positively influence the motivation, commitment and performance of employees. NTPC Kahalgaon can also improve the performance of its employees by conducting frequent employee satisfaction surveys and resolving employee grievances.

Overall, the study indicates the need for employee satisfaction to be integrated with employee resources and organisational policies. An engaged and enthusiastic staff can help drive greater efficiency, collaboration and organisational effectiveness. The results shown above are, however, a representative sample and the final conclusions should be drawn from the actual responses received from the employees selected.

Suggestions

- Make improvements to workplace facilities to ensure a safe, comfortable and employee friendly workplace.
- Strengthen employee recognition programmes to appreciate good performance and motivate employees.
- Offer frequent training and development to enhance employee skills and professional development.
- To enhance management–employee communication and have appropriate processes in place for resolving employee issues.
- Improve career advancement and training opportunities to improve employee engagement and satisfaction.
- Hold regular employee surveys to discover issues within the workplace and make necessary adjustments.

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